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3183/A05/200
CBSG



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

U.S. Seal, CBSG Chairman

August 8, 2001

Lee Ehmke
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Lee,

CBSG's activities continue to flourish. We recently conducted a series of CAMP and PHVA workshops for selected animal species of Madagascar, as well as a Pan Africa Primate Sanctuary/Gorilla and Chimp PHVA workshop and African Lion Working Group meeting in Cameroon. A planning workshop has also been completed for the Sherburne National Wildlife Refuge in Minnesota, our home state. This week, we embark on a workshop to conduct a three-year review of the Mexican Gray wolf reintroduction program in Arizona and New Mexico. Kathy Holzer's participation will be valuable and greatly appreciated.

We feel fortunate to have achieved as much as we have over the past year, and hold great hope for the bright outlook of the remaining year. CBSG is deeply grateful for support from the Minnesota Zoo, which for the past 11 years has provided us with our office and support for our small staff, and in turn, our programs. Your commitment allows us to continue to carry out our mission and work and I extend my personal thanks. The \$25,000.00 contributed by the Minnesota Zoo each year is deeply appreciated and is vital to our ongoing activities. Attached is an invoice listing your 2001 pledge.

Sincerely,

Ulysses S. Seal, Chairman



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

U.S. Seal, CBSG Chairman

August 8, 2001

Lee Ehmke
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

**Thank you for your 2001 contribution to the IUCN/SSC's
Conservation Breeding Specialist Group:**

Pledge Amount due upon receipt US \$25,000.00

*** PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!**

Please make checks payable to CBSG.

**Funds may be wired to US Bank NA ABA No. 91000022, for credit to CBSG
Account No. 1100 1210 1736.**

**US Bank
1525 Garrett Avenue
Apple Valley, MN 55124
USA**

THANK YOU FOR YOUR SUPPORT!!



*Widening the Circle:
Building Partnership Capacity for Greater Impact*



CBSG Futures Search II



The CBSG Institutional Development Council - hosts generous contributors make possible the work of the Conservation Breeding Specialist Group

Widening the Circle: Building Partnership Capacity for Greater Impact

CBSG Futures Search II

Report from the meeting held 3-6 June 1996
Yulee, Florida

December 1996

Edited by
Susie Ellis and Ulysses S. Seal



Compiled by the Workshop Participants

The CBSG Institutional Conservation Council : these generous contributors make possible the work of the Conservation Breeding Specialist Group

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14 August 1996

A contribution of the IUCN/SSC Conservation Breeding Specialist Group. Widening the Circle: Building Partnership Capacity for Greater Impact. CBSG Futures Search II. S. Ellis and U.S. Seal. IUCN/SSC Conservation Breeding Specialist Group: Apple Valley, MN 1996.

Additional copies of this publication can be ordered through the IUCN/SSC Conservation Breeding Specialist Group, 12101 Johnny Cake Ridge Road, Apple Valley, MN 55124 USA. Send checks for US\$35 (for printing and shipping costs) payable to CBSG; checks must be drawn on a US bank. Funds may be wired to First Bank NA ABA 091000022, for for credit to CBSG Account No. 1100 1210 1736.

Widening the Circle: Building Partnership Capacity for Greater Impact

CBSG Futures Search II

Report from the meeting held 3-6 June 1996
Yulee, Florida

December 1996
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Widening the Circle: Building Partnership Capacity for Greater Impact

Executive Summary

At its 1992 annual meeting in Vancouver, the CBSG Steering Committee suggested that a strategic planning process be initiated for CBSG to guide directions, activities, and responsibilities for the next 10 years. In February 1993, a strategic planning workshop was held in Ocho Rios, Jamaica. This workshop, and the subsequent CBSG Futures Search Report, were the first steps in a continuing process of futures scenario-building for CBSG and have been a basis for our response to the very rapid changes occurring globally in science, communication technology, and social and political responses to a growing human population. The CBSG Futures Search launched CBSG on an expanded and greatly deepened vision of our role in global conservation into the next century, identifying our strengths as well how these could be built upon to meet the ever-growing challenges facing the world's biodiversity.

CBSG moves at a rapid pace unmatched by most organizations on the planet. In keeping with this, as we reviewed our progress on the goals set in Jamaica we found that we had met most of the CBSG Futures Search goals by the end of 1995 and that new directions needed to be charted to guide CBSG's activities into the 21st century.

From 3-6 June 1996, 43 people from 11 countries took part in a second Futures Search workshop entitled *Widening the Circle: Building Partnership Capacity for Greater Impact*, to plot CBSG's activities and directions for the next 5 years. Workshop participants included a wide spectrum of CBSG stakeholders including representatives from the zoo community, scientists, wildlife agency personnel, zoo association representatives, and IUCN/SSC representatives. The meeting was generously hosted by John Lukas and his staff at White Oak Conservation Center in Yulee, Florida and was facilitated by Drs. Frances Westley and Harrie Vredenburg of the Onyx Consultant Group. The facilitators were very familiar with CBSG and its activities, having facilitated the first Futures Search workshop as well as having attended numerous CBSG workshops and developing a comprehensive evaluation system for PHVA processes. The workshop was conducted around a series of themes and tasks developed by the facilitators.

Focus on the past

Workshop participants participated in small and plenary group exercises designed to develop a vision for CBSG into the next century, beginning by reviewing memorable personal, global, and CBSG-related events that affected their own lives and careers as well as CBSG as an organization. To synthesize the knowledge of the potential resources and positive experiences of individuals attending the workshop, each participant was asked to recount an effective personal experience in conservation. Several commonalities emerged centering around the themes of stakeholder participation, identification of issues, threats to species survival, and participation in CBSG processes.

Common ground

Participants also were asked to describe elements of successful/good partnership-building capacity considered important for CBSG to bring into the future. The following elements were noted: diversity; problem solving and science; relationships; processes; focus; leadership; products; funding; and the linking of *in situ* and *ex situ* programs. Experiments and/or initiatives with the greatest potential for widening the circles and building partnership capacity for CBSG included: continuing an emphasis on strong science including breaking the "line" between applied and theoretical science; fuller consideration of reintroduction; sustainable development; regional CBSG networks; global management planning with expanded stakeholder participation; continued flexibility; clarification of mission and image including alignment of CBSG's mission with the Biodiversity Convention; repackaging products to appeal to a larger audience; and selling services for value. Trends affecting the future of CBSG also were identified.

Focus on the future

Working group participants were asked to focus on an ideal future scenario, putting themselves 5 years into the future, visualizing and describing the ideal community. Each group then was asked to creatively present its vision as if it were the contemporary world. Common themes in the envisioned ideal future of CBSG were: partnerships with corporations, expansion of regional nodes, effective crisis response teams in place in many regions, "less" developed countries being called upon to assist more developed countries with their conservation problems, enhanced communication and media exposure, and the development of new partnerships all over the globe.

Critical themes for the future

Working groups emerged around the following themes that surfaced as critical future

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directions for CBSG: (a) Conservation Science and Technology; (b) Communications Technology, Training, and Partnership Capacity Building; (c) CBSG Regional Networks; and (d) Funding.

The Conservation Science and Technology Group noted that the heart of CBSG is its ability to respond to conservation challenges, based on sound science. To begin to address how more science resources could be generated to combat the biodiversity crisis, the group constructed a model that described current trends and activities as well as directions for the future. Needs were identified for: funding; people; further multi-disciplinary research and collaboration; and improvement of the image of conservation science.

The group recommended the development of an internal CBSG Science Network (Sci.Net) as well as a second group of partners that exist outside the formal structure of CBSG, including other conservation organizations, a CBSG Partner Network (Par.Net). It was envisioned that Sci.Net would consist of many disciplinary-specific groups (e.g., population biology, reproductive biology/genome resource banking, nutrition, captive husbandry, behavior, wildlife management, etc.), each coordinated by one or two co-leaders. The group recommended that an analysis of past CBSG activities, including the PHVA process surveys carried out by Drs. Harrie Vredenburg and Frances Westley, could serve to identify potential partners (e.g., conservation, academic, and scientific organizations) including disciplines such as environmental economics, wildlife ecology, systems ecology, human dimensions, bioinformatics, and others. This expansion of the networks would provide a greater array of tools that can be identified, evaluated, and then combined to address particular high-priority conservation issues.

Another need identified was for CBSG to enhance its credibility in the basic and applied scientific arenas through publication of CBSG-related activities in peer-reviewed journals. These publications also will be useful in attracting new scientists to the programs to expand the resource base, educating others about the processes, and establishing a marketable image for potential financial contributors.

The Communications Technology, Training, and Partnership Capacity Building Group identified the need to use innovations in communication technology to expand the network, improve CBSG's image, and disseminate information rapidly and effectively. Developed themes were: training and education, communication, and partnership capacity building. Seven specific recommendations emerged:

1. Develop an integrated central database with rapid linkage to regional databases;
2. Recruit more individuals into the CBSG network;

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3. Build communications capacity for knowledge transfer and for continuing and expanding the network (including teleconferencing and satellite/regional connections);
4. Build the human element into the PHVA process;
5. Link processes to enhance partnerships (including capacity building in lesser developed countries and the development of an ecosystem focus driven by a species-based approach);
6. Expand the current Facilitator's Training workshops; and
7. Include more indigenous peoples in processes (e.g., incorporation of rapid rural assessment techniques in CBSG processes and building human demography into the VORTEX software program).

The CBSG Regional Network Group identified the need for strategic review of each regional network, with the intent of exploring the strengths, weaknesses, opportunities, and threats to the network nodes. The need for identification of resources necessary to support, sustain, and strengthen (from within and outside of the regions) was recognized, so that the development of additional nodes would not create a financial demand on the main CBSG office. This group also recommended that a handbook or series of guidelines for creating new networks be generated, and that individuals be identified that might serve as resource people for the regional network(s).

The Regional Network Group noted that the current CBSG membership is largely concentrated in North America and Europe, yet a large proportion of its activities and target workshop taxa are international and tropical. The group noted a need to review this imbalance and its effect on conservation action and suggested using the recommendations of Agenda 21, the Convention on Biodiversity or existing National Biodiversity Action Plans as a standard or guide in evaluating efficacy and requirements for any new networks to be developed.

The Funding Group noted CBSG's "jewel-like" value to its international constituency and its value in applying cutting-edge science to prioritize conservation action. Although voluntary support from zoos, aquaria, and the private sector, augmented by contractual services to international wildlife agencies and governments has allowed CBSG to carry out its work, it continues to operate at the edge of a financial cliff because of increasing demand for services that, in turn, increase core costs. The Group identified the need to develop a solid, dependable funding base as the highest priority. Goals related to funding were identified including: clarifying CBSG's image and unique role in the conservation community; investigating alternative forms of governance; exploring formation of an "adoptive" partnership with one of CBSG's strongest supporters; and discussing ways to generate income through business opportunities. It was recognized that the name "Conservation Breeding Specialist

Group" is difficult to explain to funders and does not adequately address the scope of the organization's activities. Therefore, a name change also was discussed, in particular, continuing to use the acronym "CBSG" but with an additional tag-line that more fully reflects the scope of CBSG's activities.

Implementation of recommendations

Each working group developed a list of initiatives that might be taken to move from the present to the ideal future and created time lines for short- and long-term actions. Responsibilities for actions were assigned within each working group and are included in the working group reports.

This workshop and report will constitute the basis for CBSG's mission and deepened vision as we work toward meeting the ever-growing challenges facing the world's biodiversity. The scenarios envisioned for the future of CBSG include expanded relationships and stakeholder participation, increased development of scientific tools for conservation, expanded networking among the global scientific community, and increased communication and funding that will further enhance the success of CBSG's network.

We move forward into the 21st century with an expanded perspective on CBSG's critical role in the conservation of the biodiversity of this planet. The generous contributions of the consultants who facilitated the workshop as well as the continuing commitment to CBSG by the stakeholder participants will enable us to make the vision outlined in this document reality.

Section 1

Focus on the Past: Part One

Global events in the past 3 decades shaping CBSG's path

The global backdrop to CBSG's creation and evolution includes some important developments: progressive increase in global population (1970 at 3.5 billion - 1996 at 5.7 billion) along with fragmentation of habitats; progressive increase in conservation legislation and treaties at a national and global level; and progressive increase in the formation of conservation organizations (possibly a 10-fold increase globally in the past 3 decades).

In the 1970's, conservation issues came to the fore. Governments intervened on a range of environmental issues. At the same time, non-governmental organizations proliferated and increased their effectiveness. Key elements of environmental legislation were put in place on both national and global levels. However, this legislation did not address all the root problems because it was not comprehensive, and not all problems were identified. By the end of the decade, governments and non-governmental organizations recognized the need for science and technology to address environmental issues.

In the 1980's, there was a realization that the initial analyses of these problems was too simplistic. To address this, a new paradigm was initiated and at the political level, the concept of sustainable development emerged. Governments moved from socialism, and free market approaches to the management of economies came about. A trend towards technological development was accompanied by the emergence of the science of conservation biology and related tools. Global environmental conditions continued to deteriorate, although there were some successes for individual endangered species from massive collaborative efforts.

During the 1990's, the role of governments has continued to decline, and conservation has become more politicized. "Who pays?" at both national and global levels has become a major political issue. This political tension is played out on the global level in the Convention on Biological Diversity and the Global Environment Facility. The collapse of the Soviet Union brought into sharp focus the problems caused by central government control without oversight by local groups. Today technology is being used on a more widespread basis with regional differences on a professional level becoming less pronounced. In recognition of the need for global and regional collaboration, zoos developed The World Zoo Conservation Strategy in 1992.

CBSG Futures Search II

Between 1970 and 1990 in the zoo world, there was a revolution that coincided with these developments: the International Species Information System (ISIS) was established in 1973 as an information tool that helped zoos communicate more effectively about conservation issues among species and their habitats. In 1980, the Species Survival Plan (SSP) concept was developed and then initiated. There was an increase in private conservation initiatives, reflected in facilities such as White Oak Conservation Center and Fossil Rim Wildlife Center, established by wealthy people making commitments to conservation at professional levels. There was a mirror-image simultaneously awakening in zoos during this time. An assortment of zoo leaders pushed forward new concepts of collaboration at the domestic and global level.

Individual stakeholder events in the past three decades shaping CBSG's path

In the 1970's, individuals became enlightened through their world travel and educations. Personal careers began to grow. Values of idealism established in the 1960's matured and were applied. Jet travel made the world smaller. Basic science began to be used first for fundamental study and then for practical management of exotic species. All this was supported by growth in public awareness, computer technology, and establishment of global networks of people and organizations interested in conserving biodiversity. In the 1970's the participants of this workshop underwent great personal development. Many committed to careers in conservation or other areas of personal enhancement.

In the 1980's, many more people began participating in conservation-related professions, and they aggressively pushed institutions to form, coordinate, and grow. Other boundaries were dissolving. A generational change in personnel strengthened a focus on research, training, and coordination of activities on a regional and global scale. The role of captive breeding in global conservation was becoming established. The availability of personal computers supported these changes, especially their application to data analysis, modeling, and information dissemination. By the 1980's the participants in this workshop were leading programs in traditional settings (zoos and academia) and in the field. The 1980's were a time of idea generation.

While the 1980's seemed focused largely on learning, the 1990's were dedicated more to implementation, with continual emergence of new ideas. The 1990's saw participants in this workshop move beyond traditional settings, creating many new and innovative initiatives. During this decade, everything expanded in scope and breadth. Personal, regional, and global scales have become relevant to all activities. Strategic planning has supported institutionalization and networking. Computers and increased technologies have enabled the conservation world to move even more rapidly than it has during any previous time in history. Technology has allowed

conservationists to expand their knowledge of conservation issues and project future directions. These technologies also enabled CBSG to develop the innovative, applied tools to address conservation issues at a practical, grass-roots level.

Events within CBSG in the past three decades shaping its path

The most obvious trend in CBSG history is a massive growth in numbers of CBSG people and activities. Within these components, there has been enormous growth in geographical and disciplinary intercession.

Most of all, CBSG is known for its adherence to the use of sound scientific principles and tools, including the development of the CAMP, PHVA and the related VORTEX application to genuine conservation problems. Most recently, CBSG has contributed to the development of REGASP as a management tool.

Since 1989, when Ulie Seal was appointed Chairman, CBSG has moved from an elitist organization (originally only 15 invited members) to more than 750 active participants. It no longer is led by a single charismatic leader. CBSG program staff themselves now are recognized leaders and facilitators; core staff has grown to five paid employees. CBSG also is training an international cadre of facilitators. In doing so, the organization has moved from being U.S.- and European-biased organization to a global participating organization. It also has moved from being perceived as focused only on captive populations to an organization with a much broader focus. As in the past, CBSG provides a real-life venue for zoos to manifest their commitment to conservation.

In recent years, the focus of CBSG's activities also has changed from a single-species approach to multiple taxa and entire habitats. Activities now have expanded far beyond charismatic mega-mammals to include invertebrates, birds, fishes, reptiles, and plants.

As a service to its constituents, CBSG continues to emphasize and deliver quick product turn-around. It effectively uses electronic mail, promotes its activities on the World Wide Web, and uses a computer-based "paperless" filing system in its internal office. As it looks toward the future, CBSG continues to explore other avenues, ranging from exploring ways to incorporate the impact of human population and land use trends in its processes to the potential of sustaining long-term organization stability through fund raising.

Focus on the Past: Part Two

To synthesize the knowledge of the potential, resources and positive experiences of individuals attending the workshop, each participant was asked to recount an effective personal experience in conservation. Several commonalities characterizing success and effective experiences emerged centering around themes:

Stakeholder participation

- "buy-in" from stakeholders/workshop participants
- stakeholders empowered, energized
- participants were able to state their problems and needs neutrally in a non-judgmental environment
- stakeholders felt heard, with their views and needs considered
- needed information and diverse people and organizations brought together
- multi-disciplinary participation
- barriers broken down
- conflicts resolved
- results in positive spinoffs for organizations and individuals

Identification of issues and threats to species survival

- real risk of extinction identified
- highly threatened, high-profile species
- role of loss of genetic diversity acknowledged
- broad-based application to other species acknowledged

CBSG process

- CBSG exercises leadership
- global reach
- pushing edges technologically
- can call on expert network for assistance

Workshop participants were asked to describe elements of successful partnership-building capacity that the group considered important for CBSG to bring into the future.

The following elements were noted:

Diversity

- cross-cultural

- multi disciplinary
- no "one right way" to approach a problem

Problem Solving and Science

- sound scientific approach to problem solving
- multi-disciplinary approach
- applying CBSG tools to ecosystem management
- expanding conservation education

Relationships

- partnerships "create a forum" among diverse stakeholders
- personal interactions and relationships
- constant search for partners
- trust and mutual respect
- empowerment
- bottom-up approach with on-the-ground people
- value individual as well as group contribution

Processes

- network multiplier effect
- team building
- sensitivity to and acceptance of differences
- lack of colonialism
- all ideas are valid in a non-judgmental environment
- shared vision and common goals
- politics and ego left at the door
- informal and formal discussions
- shared experience
- spin-off effects

In situ and ex situ programs

- manage wild and captive populations of taxonomic groups collaboratively
- *in situ* programs with long-term local ownership

Focus

- global focus versus regional focus
- concern for the planet

Leadership Role

- providing leadership for an informed and ethical vision of collaborative global wildlife management
- selfless commitment

- "can do" approach
- risk taking
- not afraid of change
- quick response
- visionary
- challenging individuals to take action
- CBSG is what conservation ought to be
- neutrality
- training

Products

- "living" documents
- publish failures and successes
- evaluation and follow up; evaluate successes and failures

Funding

- grass roots funding - a need for core stability
- provides infrastructure
- continuing partnerships with private sector for resource sharing & educational expansion

Workshop participants were asked to identify experiments and/or initiatives with the greatest potential for widening circles and building partnership capacity for CBSG. Working groups listed the following:

- continue emphasis on strong science
- re-introduction
- sustainable development
- conservation linking (CONLINKING)
- using Conlinking for sustainable land use planning and implementation
- regional CBSG networks
- global management planning
- expand stakeholder participation
- flexible approaches
- develop core of informed multi-national trained conservation manager/scientists
- breaking barrier between applied and theoretical science
- clarify mission and image
- align CBSG mission with Biodiversity Convention
- new models for private sector support
- repackaging products to appeal to a larger audience
- develop language to communicate mission in a clear and sellable manner
- selling services for their value rather than giving away

The History of CBSG

1979 - May 1996

First called the Zoo Liaison Committee, CBSG had several leaders before Dr. U.S. Seal was appointed to its chairmanship by Sir Peter Scott in 1979. CBSG originally was formed to meet the need for interface between the academic or field conservation community, as traditionally represented by the SSC taxon-based Specialist Groups, and the captive breeding community. IUCN developed Terms of Reference for CBSG at the time of Dr. Seal's appointment, clearly defining IUCN's expectations and goals for what became its most rapidly-evolving interdisciplinary Specialist Group.

The initial members of the newly re-configured CBSG met informally at the World Conference on Breeding Endangered Species in Captivity held in San Diego in 1979. The first formal CBSG annual meeting was held in Jersey in 1980. The following year, the annual meeting was held in London.

In 1981, Dr. Seal was re-appointed CBSG Chair for the 1982-84 triennium. During this triennium, Dr. Seal developed the first model for a Species Survival Plan (SSP)-type program, following the International Tiger Symposium in Leipzig. Several participants vividly recall Dr. Seal calculating Siberian tiger inbreeding coefficients by hand during a long journey by bus in then-East Germany. In 1983, the first formal SSP, for Siberian tigers, was presented by Dr. Seal to the American Association of Zoological Parks and Aquariums (AAZPA) institutions holding the species. All subsequent SSPs were modelled after the Siberian tiger program. The 1984 CBSG annual meeting began an active IUCN review of studbooks and was attended by most of the membership; 15 delegates met in a living room at St. Catherine's Island.

A major turning point came in 1985, when CBSG became involved with the development of the recovery program for the critically endangered black-footed ferret. This effort laid the foundation for the Population Viability Assessment program, incorporating the use of a computer simulation modelling tool which later became VORTEX. Central to the development and subsequent effective recovery of the black-footed ferret were specialists on breeding viverrids and mustelids and laboratory scientists who were included as advisors to develop the captive breeding program, on which the success of the recovery subsequently hinged. CBSG published a book on the black-footed ferret effort, which won a Wildlife Society award 1 year later. The year 1985 was the first that the CBSG annual meeting was held in conjunction with the annual meeting of the International Union of Directors of Zoological Gardens

CBSG Futures Search II

(IUDZG), in Calgary.

In 1986, the first Global Captive Action Plan for Parrots was developed and distributed. The 1986 annual CBSG meeting took place in Cologne, where the IUCN Policy Statement on Captive Breeding was drafted; 1987's meeting convened in Bristol, U.K. The official IUCN Policy on Captive Breeding, developed with input from CBSG, was approved in 1987. Dr. Seal was re-appointed CBSG Chairman for the 1988-1990 triennium; the CBSG Terms of Reference were re-drafted and approved by the IUCN. By this time, CBSG membership had grown to 50 individuals. In 1988, a CBSG office was established at the Minnesota Zoo, initially staffed only by Dr. Seal. The 1988 annual meeting was held in Stuttgart. Judi Mikolai joined CBSG as Assistant to the Chairman in January 1989.

At the 1989 annual CBSG and IUDZG meetings in San Antonio, pledges for donations to provide core support for the CBSG office were solicited from attending zoo directors. In all, pledges for \$228,500 from 57 institutions were received, ranging from \$500 to \$10,000 annually. CBSG's Steering Committee officially was formed at the San Antonio meeting. Following the proliferation of numerous SSPs, the Global Conservation Coordinator's Committee was also created.

As CBSG grew, wildlife managers, non-governmental organizations, governments, and the private sector became more integrally involved in its activities in addition to the captive breeding community. CBSG's network became widespread and highly effective, providing an interdisciplinary vehicle for communication and collaboration between individuals from each of the sectors mentioned above. The expansion of this network prompted the publication of *CBSG News*. The premiere issue of *CBSG News* was sent to 3,000 individuals and institutions in March 1990; Dr. Terry Kreeger was retained as a consultant in the capacity of Editor. CBSG's volunteer program also began early in 1990.

One of CBSG's primary strengths is bringing a scientific approach to defining problems and determining management strategies for conservation activities, both in captivity and in the wild. The development of the VORTEX program by Dr. Robert Lacy was pivotal in moving CBSG programs forward; this user-friendly small population biology tool was immediately integrated into CBSG's workshops, further expanding the Population and Habitat Viability Assessment (PHVA) program. Combining field and captive data and expertise, PHVAs continue to provide a unique forum in which wildlife managers, academics, and captive breeding experts can work together in species management and recovery planning. In May 1990, Dr. Tom Foose was hired as CBSG Executive Officer. CBSG's annual meeting was held in Copenhagen.

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In late 1990, after 30 years of service, Dr. Seal retired from the Veteran's Administration Hospital to devote himself full-time to conservation activities as CBSG's Chairman. His chairmanship was renewed for the 1991-1993 triennium. Lisa Laqua joined the staff as Secretary in 1991. A PHVA training course for key CBSG members who would be assisting in workshops was held in Minnesota in February. The first Conservation and Management Plan (CAMP) workshop (for primates) was held in Minnesota in March 1991. Following a CAMP for waterfowl in August, a CAMP workshop for Asian hornbills was held in conjunction with the CBSG annual meeting in Singapore. At the annual meeting, Genome Resource Banking guidelines were developed and subsequently published. CBSG's first satellite, CBSG India, also evolved in 1991 under the dedicated diligence of Sally Walker. In December, CBSG's staff expanded again with the addition of Dr. Susie Ellis as Program Officer.

As outgrowths of the CAMP program, the Global Captive Action Plan (GCAP) and Global Animal Survival Plan (GASP) programs were developed in 1992. The first GCAP was held in London for rhinos; the first GASP workshop was held in Scotland for tigers. By the end of 1992, nearly 40 PHVA workshops had been conducted. The annual meeting was held in Vancouver. CBSG regional meetings were now regularly held in conjunction with regional zoo association meetings worldwide. 1992 saw several major changes in CBSG's infrastructure: the funding year was changed from an October - September cycle to a January 1 - December 31 cycle; the CBSG office was restructured with the elimination of the Executive Officer position, and Dr. Susie Ellis assumed responsibility for the supervision of the CBSG office. The landmark International Conference on Implications of Infectious Diseases for Captive Propagation and Reintroduction Programs of Threatened Species, co-hosted by CBSG in November, was immensely successful. In December, the first regional CAMP was carried out on Hawaiian forest birds in conjunction with the US Fish and Wildlife Service. A CBSG brochure was developed for use in fund raising. Shelly O'Brien joined CBSG as Secretary, bringing the complement of full-time paid staff in the CBSG office to four, not including Dr. Terry Kreeger, part-time Editor of *CBSG News*.

By 1993, the institutional donor base had doubled in number from 1989's 57 institutions, and the funding base had increased by more than \$100,000. The total amount pledged increased to \$332,900 from 149 institutions. CBSG members numbered 562 individuals, and *CBSG News* had a circulation of more than 7,000 people in 170 countries. The CBSG annual meeting was held in Antwerp.

In February 1993, CBSG held a Futures Search Workshop in Jamaica to plot its direction and strategy for the next decade. CBSG milestones up to that point are shown in Figure 1. In November, a long-term planning meeting was held to address a number of points arising from the continuing dynamic growth of CBSG and the

need to ensure its present and future viability and security. A Transition Working Team, to be called into action if and when there is an abrupt need for a new CBSG leader, was established. Dr. David Wildt accepted the invitation to serve as Deputy Chairman and lead the Transition Working Team if and when the need arises.

Major programmatic developments included the incorporation of Geographic Information System (GIS) mapping and human demography into PHVA workshops for the Sumatran Tiger and Orangutan in Indonesia. CBSG attracted the attention of two Canadian management faculty, Drs. Frances Westley and Harrie Vredenburg, who began to study CBSG because of its uniqueness as a small, information-based organization. By the end of March, the 20th CAMP workshop had been conducted, and PHVAs had been completed for 50 species. Dr. Onnie Byers joined the staff as Program Officer in April.

CBSG separated from ISIS as of midnight, 31 December 1993, and ceased operating under ISIS' organizational umbrella. CBSG's own non-profit foundation, the 'Global Conservation Network,' serves as its financial umbrella. Dr. Seal accepted the invitation from Dr. George Rabb, SSC Chairman, to serve as Chairman of CBSG from 1994-1996; 653 members were invited at the beginning of the year. Mr. John Knowles accepted the invitation from the Chairman to continue in his role as Vice-Chairman, and Dr. David Wildt accepted the invitation from the Chairman to serve as Deputy Chairman for the 1994-1996 triennium. Progress continued to be made toward reaching the goals set out in the CBSG Futures Search, with most either accomplished or well ahead of the projected 10-year schedule. To more fully reflect the scope of its mission and programs, CBSG changed its name to the "Conservation Breeding Specialist Group." The 1994 annual meeting was held in Sao Paulo.

CBSG programs continued to evolve in response to suggestions and needs communicated by workshop participants and CBSG stakeholders. The CAMP process began using the new IUCN Red List criteria for threat in March 1994 and continued to move away from a taxonomic approach to a regionally-focused program, with regional CAMPs held in Costa Rica and Panama. The CAPACITY program (J. Ballou) was incorporated into the Global Captive Action Plan (GCAP) process for better utilization of the process as a conservation reference guide and tool to assist with species prioritization and the development of regional collection plans within the various zoo regions. The name of the GCAP process was changed to Global Captive Action Recommendations (GCAR) to indicate that the recommendations stemming from such processes are flexible and continuously evolving. The first PHVA Facilitators' Training Workshop was held in Minneapolis in July and resulted in the *PHVA Process Design Manual*, a handbook for workshop facilitators. A multi-year evaluation of PHVA processes was begun by Drs. Harrie Vredenburg and Frances Westley late in 1994.

Continuing to make leadership strides in organizing genome resource banking, CBSG developed the document, *Population Biology Aspects of Genome Resource Banking*, to provide goals, objectives, and strategies to address population biology assumptions and guidelines needed for developing and using a Sumatran and Siberian tiger GRB. A regional GRB document, *Genome Resource Banking for Conservation in Africa*, was developed in conjunction with the Pan African Association of Zoological Gardens, Aquaria, and Botanical Gardens (PAAZAB).

Many staff changes occurred in 1994 as CBSG continued its dynamic evolution. Andy Schrah joined the staff as Office Assistant in April; Lisa Laqua departed CBSG in June. Dr. Phil Miller joined the staff as Program Officer in November. Dr. Susie Ellis moved from Minnesota to Virginia in December to continue as Senior Program Officer in a satellite office; she and Dr. David Wildt, CBSG Deputy Chairman, were married early in 1995. Dr. Onnie Byers assumed responsibility for supervision of the office in December, in addition to her ongoing programmatic responsibilities.

By 1995, CBSG membership had grown to 736. CBSG was supported by 152 donor institutions, organizations and individuals comprising the CBSG Institutional Conservation Council. Thirty-three new institutions joined the Council by contributing in 1994 and 1995. Fifty institutions increased their pledges for a total annual donor funding base of \$325,000. The CBSG annual meeting was held in Dublin.

Improved, cutting-edge communication continued to be a major focus for CBSG in 1995 with the development of a World Wide Web Site on the Internet. The CBSG Web Site provides information to its members and educates the general public about its global conservation efforts. Publication of *CBSG News* was slowed to two issues in 1994 and 1995 because of funding difficulties; the two 1995 issues of *CBSG News* were produced courtesy of a generous contribution from the Exxon Corporation. *CBSG Donor News*, edited by Judi Mikolai, was developed to keep donors abreast of CBSG activities and plans.

Most of the goals established at the Futures Search workshop had been met by mid-year, with the exception of development. (CBSG milestones from the Futures Search through May 1996 are shown in Figure 2.) With fund raising a focus for 1995, Marilyn Lyons and Associates were retained under a 1-year contract in July 1995 to begin development efforts on behalf of the GCN/CBSG. Plans were made for Futures Search II, to reevaluate the direction and the future of CBSG and to develop a revised strategic plan.

By the end of 1995, 38 CAMP workshops and more than 70 PHVA workshops had been conducted. The CBSG network continued to expand, particularly in Latin

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America, with workshops conducted in Spanish in Paraguay, Brazil, Mexico, and Costa Rica. A second Facilitators' Training Workshop was held in Jersey, Channel Islands, with a total of 60 people trained in these workshops to date. To reduce time and space requirements for filing, a "paperless" filing system, a computer database in which materials are stored as either images or text files and indexed for retrieval, was developed for the CBSG office.

CBSG satellites, similar to CBSG, India, began to expand in 1995/1996. Jansen Manansang in Indonesia, Yolanda Matamoros in Costa Rica, Amy Camacho in Mexico, and Atef Kamel in Egypt began development of CBSG networks in their regions. Relationships with other regions continued to expand: Dr. Onnie Byers was an integral part of a team working to develop a management plan for the South China tiger in China; CBSG was asked by the Chinese to work with them to develop a masterplan for the giant panda; arrangements were made for a 1-year CBSG internship for Dr. Li Yiming of China; and Dr. Seal conducted the first CBSG workshop in Cuba.

Finances were a focus early in 1996, with intensive strategic discussions among the GCN Executive Committee in meetings in January and April. The CBSG Office Assistant position was eliminated when the office was restructured in January 1996. In conjunction with Marilyn Lyons and Associates, fundraising efforts continued with numerous proposals submitted to foundations and corporations. California Energy Company provided generous support of two PHVA workshops. A new brochure is being developed to promote CBSG and its activities.

The CAMP and PHVA processes have continued to expand and develop and have been established as valuable, widely-accepted processes for the development of scientifically-developed species management plans. By May 1996, 40 CAMP workshops and 75 PHVAs had been conducted. The third Facilitators' Training Workshop was held in Jersey, Channel Islands in February; a fourth is planned for 1997 in Omaha. With an increased focus on fund raising and becoming entrepreneurial, CBSG has secured support for the majority of workshops in 1995 and 1996 from members of the CBSG Institutional Conservation Council, above and beyond their pledged contributions.

CBSG's history is filled with many critical events which have shaped the development of the organization - formal workshops and meetings, programs, sharing of information, chance connections, and informal conversations. The only certainty is that the CBSG of today will be different from the CBSG of tomorrow. During the 1993 Futures Search Workshop, the foundation for new directions and vision were established. The second Futures Search builds on current directions, establishing a new vision to chart CBSG's adventure into the 21st century.

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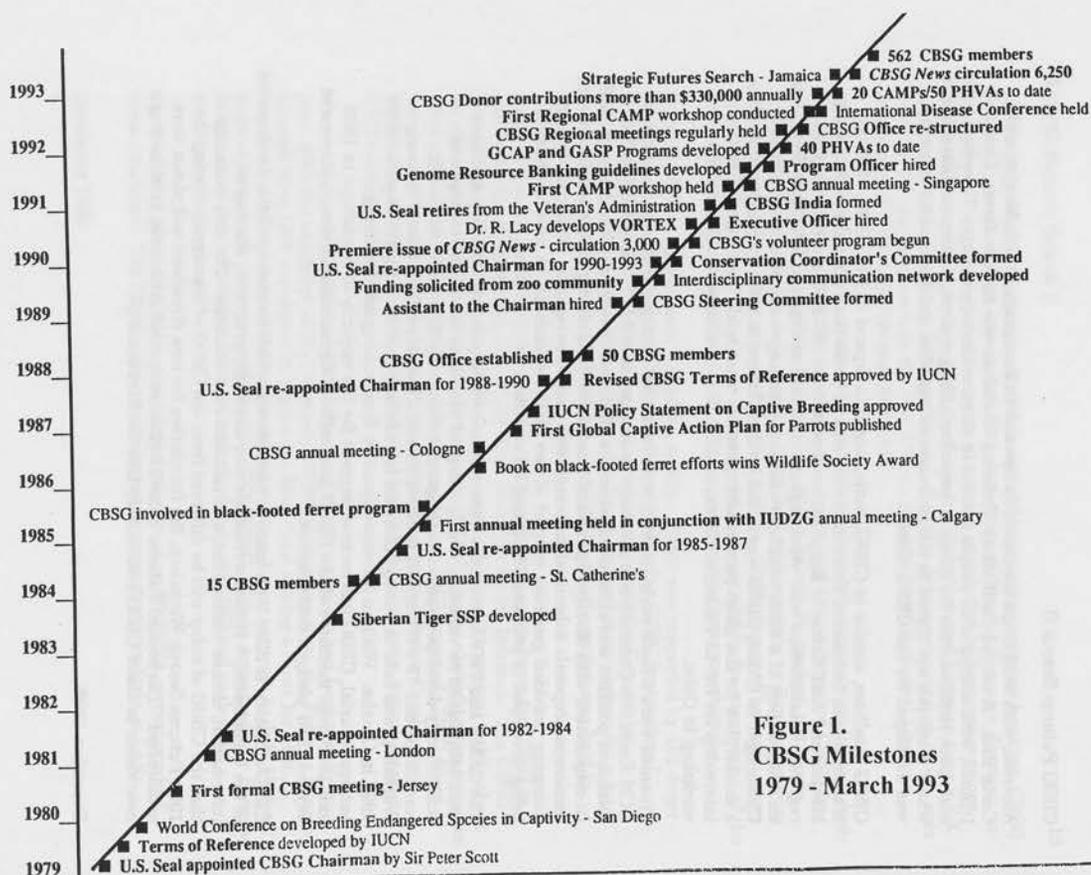


Figure 1.
CBSG Milestones
1979 - March 1993

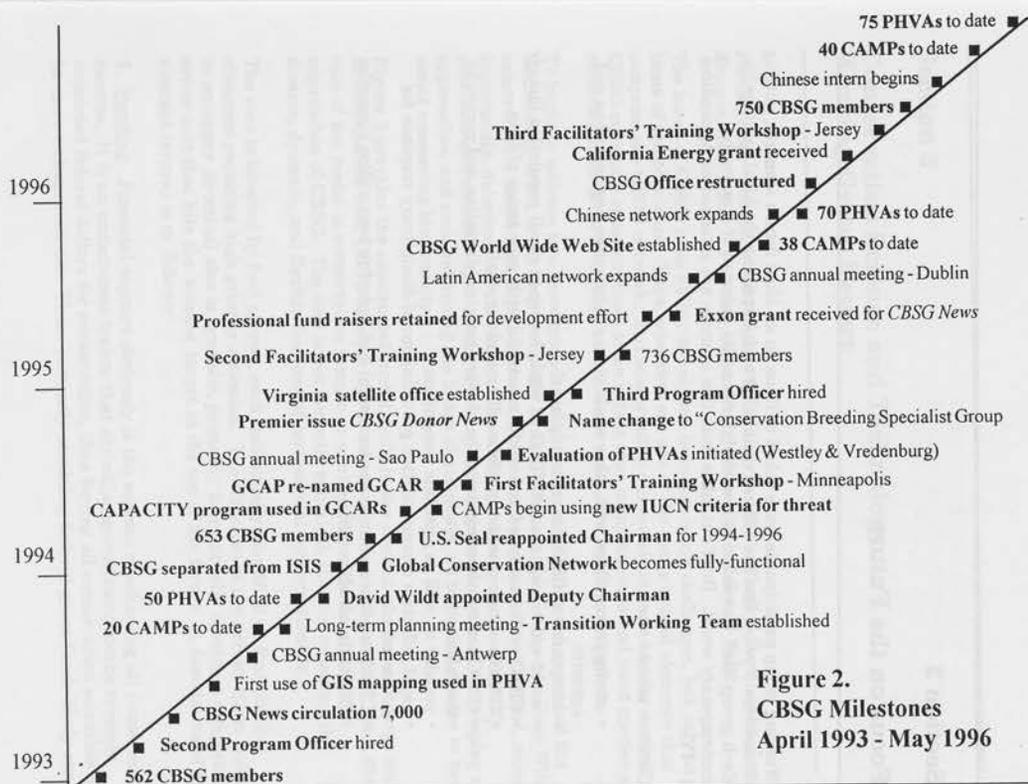


Figure 2.
CBSG Milestones
April 1993 - May 1996

Section 2

Focus on the Future

Working group participants were asked to focus on an ideal future scenario, putting themselves 5 years into the future, visualizing and describing the ideal community. Each group then was asked to creatively present its vision as if it were the contemporary world. Brief out-takes from this exercise are attached as Appendices I - IV.

Common visions were:

- strong partnerships with other world-class conservation organizations and agencies
- acceptance of CBSG as critical "player"
- world-wide recognition of CBSG as world leader in small population biology
- CBSG's efforts applied and wildly successful with wide range of taxa
- CBSG's efforts catalyzing efforts all around the world
- CBSG's network using strengths of every country, discipline and person to the fullest
- popular as well as scientific recognition
- rapid, effective communication providing multi-disciplinary response for conservation
- CBSG satellite networks are successful and linked to best utilize strengths
- CBSG financially stable

Section 3

Conservation Science and Technology Working Group Report

Participants: Bob Lacy, Ed Plotka, Phil Miller, Pat Foster-Turley, Tom Logan, Lynn Kramer, Rich Baker, Li Yiming, Alisa Shull, Simon Stuart, David Wildt

The heart of CBSG is its ability to respond to conservation challenges, but only on the basis of sound science. Thus, scientists are one of the many crucial elements that comprise the CBSG network. But conservation science at large and in the context of CBSG currently is constrained, to an extent that many habitats and most species are receiving little or no attention, and, in some cases, the result is extinction.

To begin to address how more science resources could be generated to combat the biodiversity crisis, a working group (Ed Plotka, Bob Lacy, Li Yiming and Dave Wildt) constructed a model that begins to describe current trends and activities and, more importantly, directions for the future. The ultimate objective was to identify problems and solutions that would allow expanding the resource base, developing new approaches, and even enhancing the image of scientists, all to permit science to better assist conserving biodiversity.

Figure 3 provides the constructed model, built in the context of science at large and in combination with CBSG as a partner to achieve conservation success. Thus, the core of the model is conservation science in combination with the systematic approaches of CBSG. The core is not perfectly spherical, thereby reflecting the diverse, dynamic, and flexible features of professional conservationists.

The core is bisected by four arrows, each individually identified as four distinct elements requiring high priority attention. The direction of the arrows (from bottom in an upper direction) also is symbolic, primarily to eventually develop a completed arrow unit that hits the 'success' target at the top of the figure. A description of each element (arrow) is as follows:

1. **Funding.** Financial support obviously is the essence of achieving all conservation success. It is an unfortunate truism that shrinking government means severely restricted federal dollars for conservation, thus forcing all conservation scientists to be more entrepreneurial. Those currently obtaining federal grant funds likely can

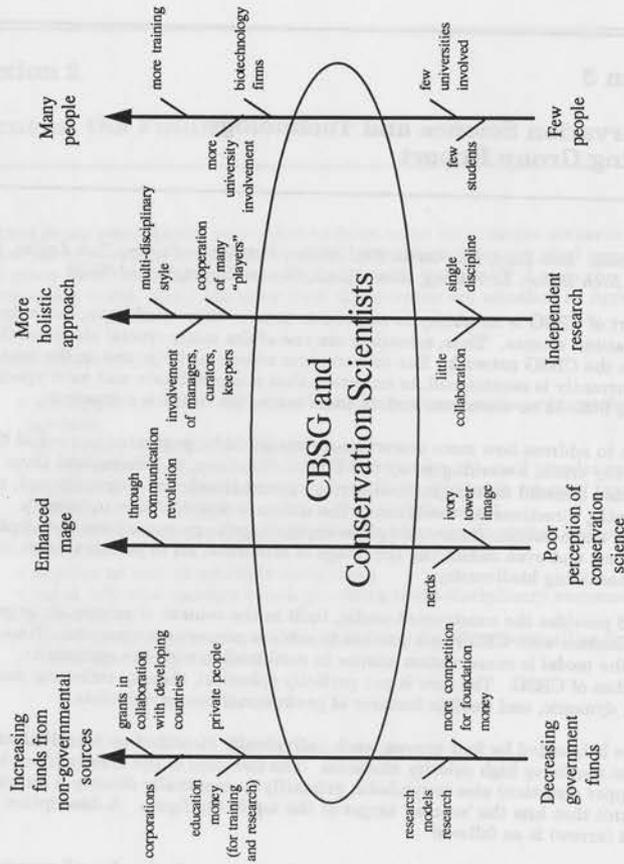


Figure 3. Conservation science success model

expect even more competition for an every decreasing pool of money. Foundations, likewise, are becoming swamped with requests, and some scientists even resort to obtaining money for wildlife research via almost devious approaches. That is, endangered species are used as animal "models", the justification being that some species are good models for improving the human health condition. For example, the cheetah (which normally produces high percentages of abnormal sperm) is used as a model for studying similar conditions causing infertility in the human male with funds coming from biomedical agencies.

The result is the need to exponentially increase the amount of nongovernmental sources and funding available. Within this general need, which can take many forms, is a need to become more clever and to develop novel approaches. For example, there is general consensus that it is easier to obtain funding for education than basic or applied research. However, proposals can be designed whereby the primary product is education/training and a by-product is money for research. Another idea for indirectly producing research dollars is offering grantsmanship training in developing countries which are high-priority targets for funding from various western governmental agencies, nongovernmental organizations, and foundations -- but only if grants are submitted from principal investigators within these range countries. The problem, of course, is that colleagues in the range countries often have little knowledge of how to write grants that could obtain such funding. Simply assisting our colleagues in grant writing could pay shared dividends for everyone involved, with the ultimate benefactor being biodiversity. Finally, zoos are major sources of people interested in conservation science. However, too few zoos have formal research programs or sufficiently-sized programs that can do serious science. The need is for more zoos to become involved, largely by developing programs and making research a formal component of the zoo's mission and its internal budget.

2. People power. One of the greatest limitations to enhanced conservation science is simply limited availability of people. We currently are exploiting only a very small fraction of the world's scientific people power. Academic institutions, in particular, could serve as an enormous source of creative talents and money. Currently, the conservation community has recognized the value of students, but much more can be done.

The model demonstrates a heavy, solid arrow at the positive side of the core, largely because the key to rapid expansion in conservation science will be the ability to attract more professional scientists and graduate students. The potential is enormous. However, ironically, it will be easier to exploit the student resource than the already established career professionals, most of whom are entrenched in staid mentalities and habits. Nonetheless, there will be candidates within the conventional professorial milieu that will be amenable to re- or advanced training via continuing

education, especially those that see the excitement of new challenges in a rapidly changing environment of conservation biology. Also, it may well be that commercial industry, especially biotechnology firms that see potential profits or simply image enhancement as good biological 'citizens' will be interested in filling the people power void. In either case, the model includes a linkage line between the people and funding because certainly the latter will automatically increase numbers of the former.

3. Research Style. Historically, conservation researchers have worked in isolation or small groups on highly specific biological issues or systems and, largely, within a few disciplines (e.g., behavioral ecology). More recently, the trend has been towards more disciplines becoming involved (for example, molecular genetics and computer modeling) combined with joining forces to more completely address problems on a large scale.

The need is for much more holistic kinds of approaches to solve individual habitat or species problems. This only can be done using a multi-disciplinary approach, which also frequently mandates multi-institutional collaborations. The result then is a moving away from scientists working completely independently. Rather, there is a sharing of raw resources and knowledge to deliver a holistic picture of how a conservation challenge can be addressed. Illustrations include conservation research directed at the rare Florida panther and the black-footed ferret. In both cases, the result was many scientific publications produced concurrently which fed off each other. For example, with respect to the Florida panther, the finding of lost genetic diversity (from molecular genetic studies) explained many of the physiological findings (poor sperm quality, cardiac defects, high seroprevalence to disease) made by others who were working simultaneously in independent laboratories. When all findings were considered together and in context, a clear picture of required action became evident. However, there also is a need now for managers to become more involved in these new conservation partnerships. Traditionally, wildlife managers have not always been considered 'scientists'; likewise, some bench scientists actually believe that they can contribute to conservation in the absence of managers. We disagree. Managers must be integrated completely into all such scientific efforts, and likewise, we also need to consider how we can be inclusive of other groups once considered on the periphery, people ranging from curators to animal keepers to zoo docents.

4. Image of Conservation Science. Scientists do not have a particularly positive image. The public usually sees scientists as nerds in white lab coats with pocket protectors, isolated in laboratories where beakers of bubbling brew hold the secrets to some mysterious and complicated finding. There also is growing concern that scientists are pushing the edge of the 'ethical envelope', especially in biotechnology.

Gene manipulations and other bio-technical advances are poorly understood by non-scientists. The press has been particularly effective at instilling more fear than confidence in what science does for society.

Because most people love and respect nature, conservation science could be the major venue by which more people, especially youngsters, begin to better understand and appreciate our role. Advertising what conservation scientists do (i.e., field and zoo work with rare animals and plants, training of students, inter-disciplinary efforts, compiling all information together to help 'save' a species or habitat) has powerful potential for 'turning-on' the public, donors, and kids to the scientific method. But success can be linked to more funding (i.e., if more donors understand what we do, they will be more likely to give). There also is another by-product, especially for those new disciplines just beginning to break into the field of conservation biology. Many new high-tech approaches are in fact misunderstood by the wildlife managers themselves. An improved image of some of the new disciplines by traditional wildlife managers will allow them to be more accepting, with the eventual result being yet more holistic, multi-disciplinary projects.

This working group did not have time to explore in detail the many possible ways that conservation scientists can increase funding and people power as well as foster more partnerships in research and a better image of science. Nonetheless, one major factor with a high likelihood of affecting us at all levels is enhanced communication (drawn into the right side of the model). We, of course, are in the midst of a communication revolution. We see that information dissemination will be extremely powerful for enabling us to achieve the target of success. It also is worth noting that this model was built largely by westerners, but our one international participant (from China) reminded us that if these concerns were important to us, how important they must be to him! Again, the communication revolution will play an enormous role as the scientific advancements and new ideas are translated appropriately for all cultures to exploit for the benefit of conserving biodiversity. Finally, we predict that CBSG will continue to play a major role in making this model a reality through its own unique way of fostering partnerships and a world-wide conservation network.

The CBSG Science Network

CBSG activities are science- and research-based. Recommendations and ultimate products are not generated from anecdotal information, but rather are based on documented facts or on data that will be produced in the near future using validated scientific methods. Because this information is continuously evaluated in a systematic fashion, CBSG provides a natural forum for demonstrating the importance of, utility of, and need for high quality research focusing on new and better ways to manage and conserve small populations. In this context, a critical role for CBSG is to

encourage, promote, and actively drive the evolution of new concepts and techniques that will enhance conservation science. CBSG accomplishes this task by always striving to meet the following goals:

1. maintain, advocate, and demonstrate sound scientific methods and standards.
2. offer proven protocols and models that provide confidence in the process while being simultaneously useful for strategic planning and decision-making.
3. provide case-specific scientific specialties, as required.
4. facilitate team-building among all stakeholders, including scientists, managers, and private and public-sector organizations and individuals.
5. provide rapid, easily comprehended documentation of workshop findings and facilitate its subsequent widespread distribution.

The heart of CBSG is its ability to use science effectively to deal with conservation challenges. The purpose of this working group was to identify science and technology issues of highest priority for the next 5 years. Three issues surfaced and were addressed: 1) expanding the people/talent resource through new partnerships; 2) developing tool-kits that provide compilations of available processes for understanding and combating conservation problems; and 3) enhancing the image and marketability of CBSG through the more aggressive publication of processes and successes/failures in the scientific literature.

The Network

CBSG's successes are based on its ability to do sound science via its network. However, this resource, although worldwide, is restricted. CBSG recognizes the need to expand and mobilize more science-based people to increase efficiency, allow more activities, and add new talents to the process. This need can be realized by developing two specific kinds of partnerships. The first is recognized as the internal CBSG Scientific Network. This group of individuals already exists, but could be vastly expanded to provide CBSG with an ever-expanding pool of people willing and able to participate in organizational activities as well as 'push the edge of the scientific envelope'. The second group is a largely untapped group of partners that exist outside the formal structure of CBSG. These include other conservation organizations comprised of vast numbers of people that could be useful to CBSG-related activities. There is a need to identify these organizations as well as 'point' individuals that can be contacted for advice, to network with colleagues in their discipline, and/or for proactive participation. In summary, this working group

concluded that two networks be formalized: 1) a CBSG Science Network (Sci.Net); and 2) a CBSG Partnership Network (Par.Net).

Developing CBSG Sci.Net:

It is important to develop CBSG Sci.Net. Despite the organization's broad membership, there still are too few people with various skills and talents who are currently available to draw upon. One of the reasons that this objective has a high likelihood of success is that CBSG already has (largely by serendipity) been developing an internal network, especially in the disciplines of reproductive biology/genome resource banking and population biology.

Actions:

1. Formulate a CBSG Science Network that consists of (at least) the following discipline-specific groups, with each of the latter coordinated by one or two co-leaders:
 - Population Biology (encompassing both demography and genetics)
 - Reproductive Biology/Genome Resource Banking
 - Veterinary Medicine
 - Nutrition
 - Molecular Genetics/Systematics
 - Behavior
 - Captive Husbandry
 - Modelling Techniques Development/Methodology
 - Organizational Management Theory/Human Dimension
 - Wildlife Management

These are listed in random priority. It is expected that, as this specific network grows, so will the number of new disciplines to be added.

2. Initiate the process by identifying a CBSG Sci.Net Coordinator who will be responsible initially for identifying discipline leaders.

Developing CBSG Par.Net:

An analysis of past CBSG activities, perhaps with a focus on the PHVA Process Surveys, can serve to identify those partners that were needed during the process but were absent, and where new partnerships would improve planned activities and workshops. To address those needs identified by such an analysis, CBSG Par.Net would serve as an entity designed to expand the human relationships outside the immediate CBSG network.

Actions:

3. CBSG Par.Net will be developed by identifying conservation, academic, and scientific organizations that are important for the advancement of CBSG processes. The following targets were identified:
- Environmental Economics
 - Wildlife Ecology
 - Systems Ecology
 - Program Organization and Management
 - Habitat Management and Restoration
 - Bioinformatics (including GIS methods and biostatistics)
 - Human Dimensions
 - Academic Institutions
 - Biotechnology Firms

The components in this list also are provided in random order. Certainly, this list is not all inclusive and is expected to expand considerably.

4. A CBSG Par.Net Coordinator or group of Co-Coordiators will be identified to initiate the network.

Time Line for Action and Persons Responsible:

1. For Actions 1-4. Dave Wildt will serve as the Coordinator of the CBSG Sci.Net. Before the 1996 CBSG Annual Meeting in Denver, Wildt will have identified individual leaders for the majority of the already identified disciplines. During the annual meeting, this core group will conduct the first Sci.Net organizational meeting for the purpose of (a) refining the mission of this network and the Par.Net, (b) identifying the Coordinator of the Par.Net and (c) determining how CBSG will coordinate with both groups. Based on these activities, it is envisioned that a first generation of the Sci.Net and Par.Net will be in place by mid-summer 1997.

The "Tool-Kit"

Using science to conserve biodiversity is a multi-stage process. The scientific foundations of tested and verified theory is a starting point. Subsequently, tools must be developed that allow efficient application of those scientific theories and findings to address conservation problems by diverse groups of people.

The kinds of tools used to apply science to conservation are diverse. They include: well-defined procedures for conducting assessments of conservation issues; templates for collating and summarizing data; computer programs for population viability

analysis; statistical packages such as those that allow implementing the newest approaches for analyzing mark-recapture data; computer programs for tracking, reporting, and analyzing data on managed populations; GIS and other database management tools; protocols for collecting biological samples and data; manuals for conducting effective workshops; and much more.

Although the tools needed to apply science to conservation can be (and have been) developed to address a specific problem facing a particular species at some time, the number of species whose futures are threatened is too great to be fully or even extensively addressed with individual tools developed for one-time use. More generally applicable tools, that can be flexibly used for a diversity of species and situations, are needed to facilitate broad and rapid conservation actions. Tools initially developed for a specific case often are found to be (or are designed to be) sufficiently flexible to be useful for other cases. For example, the GAPPS computer program was first developed for modeling grizzly bear populations in the USA. The program was designed, however, to be useful for modeling the population dynamics of many other species, including those with very different life histories.

We can describe the general tools available for addressing conservation issues as a 'conservation tool-kit', or multiple conservation tool-kits, consisting of an array of alternative methods or techniques for facilitating various kinds of conservation action (population viability assessment, database management, genome resource banking, conflict management, etc.). One of CBSG's notable strengths has been its ability and readiness to put effective conservation tools into the hands of conservation colleagues around the world. An important, high priority for CBSG, then, is to identify, evaluate, expand, and use these conservation tool-kits.

Furthermore, the threats to biodiversity are numerous and diverse. We need to use an equally diverse array of approaches and tools to address the problems of conservation. Although CBSG has been successful, in large part, because of the diversity of talents and the flexibility of approaches it uses to achieve conservation, we know that the tools sometimes have been insufficient to address the problems as fully and efficiently as they should. Thus, there is a need for a broader array of tools to address existing and emerging problems.

Others working in conservation also need a greater array of tools, and many have requested assistance in identifying, obtaining, and using tools appropriate for addressing high priority conservation issues. Providing our colleagues with a conservation tool-kit will allow them to better address their own conservation problems, thereby further building and distributing the capacity of many to work on biodiversity conservation. An obvious by-product also will be CBSG's enhanced image as a team builder, in this case, in catalyzing a summation of scientific approaches

useful for a wide-array of conservationists, including those outside the CBSG network.

Simply identifying an array of diverse tools is insufficient to ensure appropriate use. Conservationists (within the CBSG network, constituents of the CBSG services, and outside the CBSG organization) have requested evaluation and clarification of the applicability, consistency and validity of available tools. For example, it is not yet well understood what range of conservation problems and taxa might be addressed appropriately with each tool. There is uncertainty on whether tools that appear to provide alternative means of conducting similar analyses will yield similar conclusions. It also is not yet known if available tools correctly perform as designed.

Identification and evaluation of available tools also are necessary precursors to identifying remaining deficiencies. For example, there are some conservation problems for which people have developed conceptual approaches (likely to be effective), but for which there are no efficient and easy ways for application to problem-solving. Those gaps in our tool-kits need to be addressed to allow conservation science to be fully applied to conservation action.

Actions:

1. A list of currently available tools for addressing various conservation issues should be assembled. This list should include tools that are both internal to CBSG (developed, distributed, and used by the CBSG network) and external to CBSG (developed and distributed by others, but presently or potentially of use in CBSG activities). The list should include, for example:
 VORTEX population modeling software
 SPARKS database software for managed populations
 CAPACITY software for assessing the size of populations needed to retain defined levels of genetic variation
 CBSG workshop facilitators handbook
 CAMP handbook
 PHVA handbook
 GCAR handbook
 GRB handbook
 GRB database
 Red List Expert System
 CBSG/SSC membership database
 REGASP CAMP data entry program

One of the tool-kits identified in this process would be a list of those databases developed and maintained by groups outside of CBSG, but of current or potential

value to CBSG.

2. The applicability (breadth of taxa, issues, data inputs, resulting outputs), consistency (internal to the tool and across similar tools), and validity (accuracy of outputs) of each tool in the conservation tool-kit should be analyzed.
3. Past and ongoing CBSG activities should be analyzed to identify areas where tools were needed but were unavailable or deemed inadequate. Some of this information would be obtained from surveys of workshop participants, and some would be obtained by queries made to workshop organizers. (The perceptions of which tools were inadequate may vary, and different people would be aware of different potential tools that might have been applied to the problem.)
4. A summary document should be developed that would serve as a directory of tools, annotated with descriptions of strengths, weaknesses, scope of application, availability and sources of support. This task might be completed by conservation interns guided by CBSG staff or members.
5. There is a need to prioritize tools that are needed by CBSG and its network but which are not presently available or are inadequate to meet needs. Resources required to accomplish development of the highest priority needed tools must be identified and obtained.
6. There is a need to identify and obtain the resources needed for distribution and on-going support and development of tools generated by the CBSG network.

Time lines for action and persons responsible:

1. For Action 1: By early 1997 Ed Plotka will assemble a list of current tools in the CBSG's conservation tool-kit. Simon Stuart will assist by assembling a list of databases that are maintained by those external to the CBSG but which are or could be valuable to the CBSG network.
2. For Action 2: By early 1999, an analysis will be coordinated and completed by Phil Miller that determines the applicability, consistency, and validity of individual tools.
3. For Action 3: In the later part of 1997, Harrie Vredenburg and Ulie Seal will determine the gaps present in the tools available for CBSG activities. This will be accomplished by analyzing data from PHVA surveys of workshop participants, and facilitators

4. For Action 4: By 1999, Phil Miller and/or those working with him will prepare the annotated directory of tool-kits.
5. For Action 5: In 1998, Bob Lacy and Simon Stuart will coordinate the identification of resources needed for the development of priority new tools.
6. For Action 6: By 2000, the conservation tool-kit developed and supported by CBSG will be made ready for distribution, again led by Phil Miller.

Publication

The Working Group recognized a strong need for CBSG to enhance its credibility in the basic and applied scientific arenas through publication of CBSG-related activities in peer-reviewed journals. This need actually was identified in the first Futures Search Workshop in Jamaica, but has up until now gone unrealized. Publication beyond the traditional CBSG internal network is essential to validate scientific processes and the results of CBSG activities. There was general consensus that it was important to publish the failures as well as the successes to illustrate the 'learning curve' and to ensure that others do not repeat documented mistakes. Publishing CBSG information also is important from an historical perspective and for the purpose of promoting both the organization's scientific and public images. The latter especially will be useful for marketing CBSG (see objectives of Fundraising Working Group). In summary, this overall approach will help attract new scientists to the programs to expand the resource base, educate others interested in adapting/utilizing the processes, and establish a marketable image to potential financial contributors.

Another side-issue revolved around protecting original ideas generated by CBSG working groups and unpublished data presented in CBSG meetings. The purpose here was to address the frequent concern by workshop participants on use or disclosure of unpublished scientific data. For this reason, a need exists to develop a simple mechanism (a declarative statement) indicating that data provided by contributors and included in CBSG documents does not preclude the participants from publishing these same results in standard, peer-reviewed venues. Thus, the CBSG document will continue to be deemed 'gray' literature, thereby avoiding conflict and allowing as much information (even unpublished) to be disseminated in context and as widely and rapidly as possible.

Actions:

1. There is a need to develop an explicit professional standards statement that protects proprietary data and publication authorship and is included in all CBSG

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- products.
2. Articles on CBSG-developed processes, including the PHVA, CAMP, and others, should be published in peer-reviewed journals appropriate for reaching both scientific and other professional managers.
3. Lay or popular articles describing CBSG activities should be written and published in a format useful for enhancing marketability and image of the organization.
4. A bibliography of scientific publications related to CBSG activities needs to be generated and available for distribution, again to enhance marketability of CBSG and its processes.

Time lines for action and persons responsible:

1. For Action 1: Tom Logan and Alisa Shull will prepare verbiage within 4 weeks that will serve as a draft statement that will be reviewed, revised, and completed at the annual CBSG Conference in Denver (August, 1996). This statement then will be included in all CBSG published and electronically transmitted documents.
2. For Action 2: By the end of 1999, program officers Dr. Susie Ellis, Dr. Onnie Byers, and Dr. Phil Miller will have published six manuscripts on CBSG processes and/or activities in appropriate peer-reviewed journals.
3. For Action 3: Additionally, Ellis and Miller have agreed to produce at least two 'popular' articles during this same time-line that will be primarily useful for enhancing image and fundraising purposes.
4. For Action 4: By the end of 1996, CBSG staff, with the help of an intern, will generate a bibliography of scientific publications related to CBSG activities.

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Section 4

Communications Technology, Training, and Partnership Capacity-Building Working Group Report

Participants: Mike Fouraker, Shelly O'Brien, Marialice Seal, Usum Nimmanheminda, Charles Hoessle, Bruce Read, Onnie Byers, Frances Westley, Judi Mikolai

This working group originated from the combination of an "education" and "communication" working group identified early in the futures workshop. The purpose of this working group was to develop a 5 year action plan focused on the areas of training and education, communication technology, and partnership capacity building.

The next 5 years will see the continued development of communication technology, and CBSG must make use of these innovations to expand the network, improve our image and disseminate information quickly and effectively. The increasing demand for CBSG activities makes improved communications and continued training of our existing network and additional stakeholders imperative. In these and all CBSG activities, development of partnership capacity must remain a focus.

The specific goals developed around these themes were defined as follows:

Training and education

1. Continue to train professionals around the world.
2. Recruit more professionals (to fill specific roles within the CBSG processes e.g., demographers) and expand the network further in existing arenas (e.g., universities) and into new areas.
3. Include indigenous educators as stakeholders in the CBSG processes (e.g., in the PHVA process).

Communication

- A. Teleconferencing/telecommunications
1. Develop sponsorship for use of this technology (e.g., potential sponsors: Kinko's, MCI, AT&T).

2. Hold meetings in range countries but use telecommunications to link with key stakeholders that otherwise are unable to attend.
3. Use telecommunications to link with universities and other organizations (e.g., grade schools).

B. Knowledge transfer

1. Make data, analysis, and results recommendations immediately available in useable form to all interested parties.

C. Expansion of the network

1. Use the World Wide Web Site and other cutting edge technology.
2. Include more multi-lingual communication.

Partnership capacity building

1. Widen the circle of stakeholders included in all processes to include those whose stake is in human population (e.g., those who own or use the species and/or its habitat).
2. Assist development of a plan to reach capacity as equal partners.
3. Revision of programs/products (CAMP, PHVA, training) into linking step to build partnership capacity.
4. Ecosystem approach that is driven by a species-based approach.

Within these three themes, several specific issues surfaced. Discussions identified action steps, time lines, and assignment of tasks to individuals.

Linking CBSG processes in a logical flow

There is a need to link CBSG processes into a logical progression or flow that allows partnership, capacity-building, and follow-up. In particular, including people from developing countries is essential. There also is a need to more strongly promote an ecosystem focus, driven by a species-based approach, which is central to the current CBSG processes. A preliminary model for this linking process is presented in Figure 4.

Actions, time line and persons responsible:

1. Clean up model (Onnie Byers, pre-Annual Meeting, 1996)
2. Flag issues/concerns (Onnie Byers, pre-Annual Meeting, 1996)
3. Add to Denver agenda (pre-Annual Meeting, 1996)
4. Revise model and flag areas in need of development (Susie Ellis, Annual Meeting)
5. Rename workshops to reflect sequence (1997)

6. Emphasis on marketing (1997 Annual Meeting)
7. Create an integrated model (1997 Annual Meeting)
8. Develop any new elements (1997)
9. Develop flagged elements (1997)
10. Create a final model (1997)

Linking of CBSG programs

The PHVA process has been seen as a closed unit, but in actuality it is a stepping stone for the problem-solving process. The PHVA process functions differently at different stages, as reflected in Figure 4.

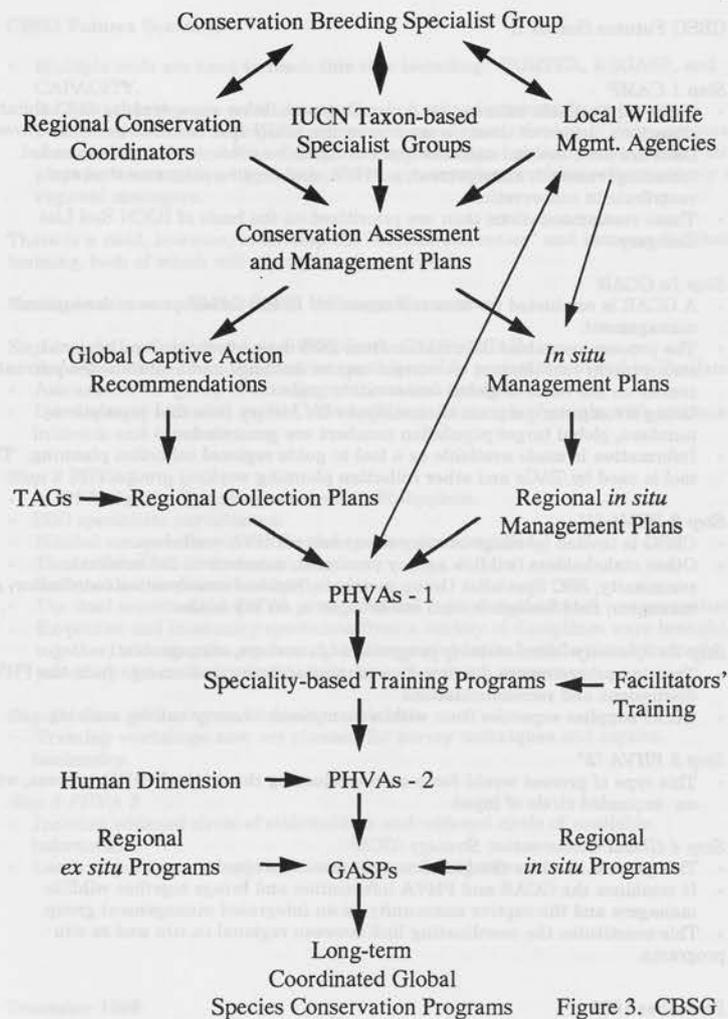


Figure 3. CBSG process linking

Step 1 CAMP

- Using all available information concerning population sizes, trends, and habitat situations, degree of threat is used to assign IUCN Red List Categories of Threat.
- Data are used to determine the types of intensive conservation action needed including: research management, a PHVA, and captive programs that can contribute to conservation.
- These recommendations then are prioritized on the basis of IUCN Red List Category.

Step 1a GCAR

- A GCAR is conducted for taxa recommended in the CAMP process for captive management.
- The process assembles information from ISIS data, studbooks and regional conservation coordinators on current captive holdings and evaluates the current census on the basis of global conservation goals.
- Using a computer program that analyzes life history data and population numbers, global target population numbers are generated.
- Information is made available as a tool to guide regional collection planning. This tool is used by TAGs and other collection planning working groups.

Step 2 PHVA "1"

- CBSG is invited by range country to conduct a PHVA workshop.
- Other stakeholders (wildlife agency personnel, members of the academic community, SSC Specialist Group members, regional conservation coordinator, zoo managers, field biologists, etc.) are brought in on key issues.

Step 2a Specialty-based training programs (e.g., surveys, management)

- Training programs are developed on particular topics that emerge from the PHVA discussions and recommendations.
- CBSG supplies expertise from within its network to carry out the training.

Step 3 PHVA "2"

- This type of process would focus on re-evaluating the original PHVA process, with an expanded circle of input.

Step 4 Global Conservation Strategy (GCS)

- This process involves the global management of a species.
- It combines the GCAR and PHVA information and brings together wildlife managers and the captive community as an integrated management group.
- This constitutes the coordinating link between regional *in situ* and *ex situ* programs.

- Multiple tools are used to reach this step including: VORTEX, REGASP, and CAPACITY.
- A GCS workshop can result in: studbook; husbandry manuals; in-country collaborative research projects; additional, population-oriented PHVAs; genome resource banks; possibility of long-term partnerships between *in situ* and *ex situ* players; zoos working together in the range countries; working collaboratively with regional managers.

There is a need, however, to develop the "human dimension" and increase facilitators' training, both of which will strengthen the network.

Example of a successful CBSG linking: Tamaraw*Step 1 and 1a: Southeast Asian Wild Cattle CAMP/GCAR*

- Representatives from 14 countries participated in project conducted in Thailand
- Assessment for group of taxa (populations and species)
- Development of "social capital," the building of network of people with common interests and concerns

Step 2 PHVA 1

- A PHVA for the Tamaraw was held in Philippines.
- SSC specialists participated.
- Needed conservation action for the species was identified.
- The stakeholder circle was widened.
- Stakeholder needs were identified.
- The dual aspect of the PHVA process (social capital and science) was recognized.
- Ex-patriot and in-country specialists from a variety of disciplines were brought together, widening the circle and building social capital, while simultaneously providing the needed scientific data for conservation assessment.

Step 2a Data gathering and training workshops

- Training workshops now are planned for survey techniques and captive husbandry.

Step 3 PHVA 2

- Includes widened circle of stakeholders and widened circle of available information.
- Leads to policy and implementation of recommendations.

Example of a successful training component - Jersey Wildlife Preservation Trust

- 800 people from 80 countries have been trained in the Jersey Wildlife Preservation Trust's conservation biology training course (~60 new trainees per year).
- Trainees are from all levels, from zoo keepers to government workers.
- Trainees work with endangered species, receive training in computers and other facets of conservation biology.
- Training course "sows the seeds" of conservation awareness in a "big picture" fashion.
- Now includes facilitation instruction

Database

Creation of a comprehensive CBSG database will facilitate building of partnership capacity, training, and information dissemination. This database will be used to create CBSG-member teams for various projects and to facilitate information flow and problem-solving throughout the global conservation community.

CBSG already maintains a member database. CBSG's active membership list serves as a source of experts to potentially participate in PHVA workshops, training programs, and other CBSG projects. In addition, because CBSG serves as an information clearing house, the membership database enables us to direct requests for assistance or information to appropriate and willing experts.

The information in the current CBSG database must be improved and expanded upon. Improving the quality of information in our member database will enable us to include more experts in our processes and to better serve our constituency. We must first obtain updated and additional information from the membership regarding their area of expertise, time availability, willingness to actively participate, etc. In addition, this database needs to be analyzed for areas of weakness and expanded to fill the identified gaps by including representatives from a wide range of fields of expertise, species-specific expertise and geographic locations.

This central database would be used to: a) collect and store CBSG member/partner data; b) stimulate recruitment of others; c) link CBSG to regional databases and other established databases; d) designate members according to area of expertise, stakeholder group, geographic location, and species of interest; and e) respond to requests for information and assistance.

Cost: \$12,000 (US to recruit funds)

Data Entry Person - Mike Fouraker, Fort Worth Zoo

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Actions, time line and persons responsible:

1. Circulate CBSG membership list and steering committee list and indicate active players (early 1997).
2. Prepare and mail information request survey (information to be requested includes: time availability, willingness to participate in CBSG programs, area of expertise, species-specific focus, suggestions for other contacts, etc.) (mid 1997).
3. Modify database fields (TeleMagic) to include additional information collected by survey (mid 1997).
4. Interface with the science group/network regarding additional contacts (mid 1997).
5. Give completed surveys to Fort Worth Zoo for input, analysis and publication (late 1997).
6. Create directory of active network in appropriate categories including stakeholder group, geographic location/area of expertise, species and disciplines (mid 1998).

Building communications capacity

CAMP data should be available on the World Wide Web:

There is a need for a data entry person.

Cost: \$25,000 (US)

Teleconference with Virginia office

There is a need for cameras, software, and an ISDN Line.

Cost: \$2,000 (US)

There is a need for support for annual technical operations.

Cost: \$2,400 (US)

There is need for the U.S. CBSG office to be connected with satellite/regional networks

Cost: \$3,000 (US) plus \$3,000 per year operational cost

(Ulrie Seal and regional representatives)

Actions, time line and persons responsible:

CAMP data incorporated onto the World Wide Web: (Onnie Byers)

1. Secure resources.
2. Find help on data entry.
3. Enter data from past CAMPs.
4. Get material onto the World Wide Web.
5. Include update of information systems upgrade in newsletter.
6. Place PHVA results on the World Wide Web.

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Teleconference hook-up:

1. Find sponsor (Susie Ellis, 1997)
2. Purchase two cameras and software (Ulie Seal, 1997)
3. Get ISDN line (Ulie Seal, 1997)
4. Set up two sites, VA and MN (Ulie Seal, 1997)
5. Satellite hook up regional sites (Ulie Seal, regional representatives, mid-1998)

The human element incorporated into the PHVA process

Whenever "outside" experts are needed (or perceived to be needed) for a workshop there is an implication for a need to train or empower local people to eventually become the "experts". A training component, therefore, should be considered as an adjunct to any workshop. For example, with respect to population biology modeling, a 2-day pre-workshop training session might be conducted to train local biologists in the use of modeling tools. This would allow local biologists to be more complete participants in the workshop and more able to carry on (with the science and implementation) after the workshop.

Training/facilitators workshop

There is a need to develop more facilitators for the range countries. The key is more funding.

Facilitators' training

India - David Ferguson and Ulie Seal; Indonesia - Graeme Phipps; Brazil - Ulie Seal and Jeremy Mallinson; Mesoamerica - Ulie Seal
 Cost: \$90,000 per workshop

Actions, time line and persons responsible:**Funding:**

1. Indonesia: Exxon/Phipps (Frances Westley, 1996)
2. Brazil: Conservation International (Ulie Seal/Frances Westley, 1996)
3. Mesoamerica: USAID/WCI (Ulie Seal, 1996)
4. India: David Ferguson (Ulie Seal, 1996)
5. Generate information on grant sources (Frances Westley, 1997)
6. Write grants (1997/1998)
7. Further process development: reassess name (Frances Westley/Harrie Vredenburg, 1996)

Indigenous inclusion in processes

There is a need to make a concerted effort to include indigenous people in range country CBSG processes.

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Cost: \$12,000 (US)

Actions, time line and persons responsible:

1. Working group on the inclusion of indigenous peoples in CBSG processes (Frances Westley, annual meeting 1996).
2. Organize a 1-day workshop in rapid rural assessment (Frances Westley, 1997).
3. Establish a world list of individuals teaching/practicing rapid rural assessment (Frances Westley, 1997).
4. Establish protocol for stakeholder contact (Frances Westley/Susie Ellis, mid 1997)
 - a. meet with Gayle Ness (Frances Westley, 1996)
 - b. work with modelers to build demography into VORTEX (Frances Westley, late 1996/1997)
 - c. maps for demography (late 1996/97)
 - d. secure funding for travel for human specialists (early 1997)
 - e. integrated modeling (mid-1997)

Section 5

CBSG Regional Network Working Group Report

Participants: Dave Ferguson, Pat Foster-Turley, Jeremy Mallinson, Jansen Manansang, Yolanda Matamoros, Mike Maunder, Elizabeth McCance, Peter Olney, Graeme Phipps, Sally Walker

The goal should be that, by 2001, many CBSG Regional Networks will have emerged in high biodiversity areas, facilitating the use of CBSG tools and processes to further catalyze and coordinate conservation and recovery activities. Global and regional conservation organizations, agencies, and individuals from all fields and disciplines will be working together sharing experience and expertise in a wide variety of conventional and non-conventional partnerships.

The role of Regional CBSG networks in assisting local agencies responsible for saving species and associated habitats will increase as they promote the interface between *in situ* and *ex situ* conservation, enhancing the efficacy and efficiency of interactive management (or scientifically managed metapopulations), thereby fulfilling national responsibilities to the Convention on Biological Diversity.

CBSG regional networks

Considerable expertise and experience exists within CBSG networks. This expertise and the potential further development of this role needs to be promoted. The currently active networks (e.g., India, Indonesia, and Mesoamerica) should review their current activities and future opportunities as a means of making their experience available for emerging networks (e.g., Egypt, Mexico, China, and others).

CBSG members in all countries and regions where there is not an active network also should review their effectiveness in drawing together the appropriate agencies, organizations, and individuals for conservation action, using the CBSG approach. This will help determine if a more structured national or regional approach is required (e.g., a "CBSG, Quenereka") as opposed to simply having members solely linked in a more distant relationship to the CBSG core located in the U.S.

General actions:

a) The "Network Engineering" model developed by CBSG, India (Appendix VI) will be circulated for use in evaluating actual and potential effectiveness. Existing or established regional/national networks will identify what supported, sustained, or

strengthened them in the past and what is required to support, sustain, and strengthen them in the future. This will help in determining what is required for empowering and sustaining emerging networks.

Specific actions, time line and persons responsible:

1. Each regional network to undertake a local and regional review, based on the "Network Engineering" model developed by CBSG, India. This review will be taken to the CBSG annual meeting in Denver. CBSG Minnesota office to consider itself the North American Regional CBSG Network for the purpose of this exercise.

Time line: June & July 1996.

Participants responsible: Australia, India, Indonesia, Mesoamerica, Thailand, North America.

2. The "Network Engineering" model will be circulated to all regional networks.

Time line: June 1996.

Person responsible: Sally Walker.

3. Analysis of the review will be sent to all regional networks.

Time line: June 1996

Persons responsible: Harrie Vredenburg/Frances Westley

The above actions should identify what is needed to support, sustain, and strengthen, from within (and also from outside) the region, but without making financial demand on the core CBSG office.

4. The needs for each regional node will be articulated, including in the context of the global CBSG network.

Time line: August, 1996

Responsibility: CBSG Network Conveners or their equivalents, and others as appropriate, to finalize needs assessment at CBSG annual meeting, Denver, 1996.

5. Priority must be given to the sustained development of the existing networks as regional foci for the development of integrated species management programs. Future development of new networks must, as a priority, be focused on the activities of existing networks stimulating peer activities in neighboring regions.

Strategic review

Current CBSG membership is concentrated in North America and Europe, yet a large proportion of CBSG activities and target taxa for workshops are international and tropical. There is a need to review this imbalance and its effect on conservation action. Countries outside the traditional regional nodes where appropriate individuals can be identified must be brought into the network.

Action: Recommendations of Agenda 21 and the Convention on Biodiversity and any National Biodiversity Action Plans should constantly be used as a standard or guide in evaluating needs and high priorities. Such a review will recognize gaps and suggest appropriate partnerships necessary to achieve results in carrying out Agenda and Convention recommendations.

Persons responsible: Peter Olney, Mike Maunder, Graeme Phipps, and others to be determined.

Regional network development

There is a need to translate and utilize regional expertise in network development into a series of guidelines for use by emerging or developing networks as another CBSG tool or process. This will develop from the initial reviews undertaken by the existing networks, revising or expanding on the "Network Engineering" model.

The Satellite CBSG Briefing Book compiled for the 1994 CBSG Annual Meeting will be modified for the 1996 Annual Meeting, incorporating additional material from other networks which have since emerged. This document can be used as a discussion draft for use in production of a handbook or manual for initiating and sustaining a regional network.

Action: Identify partners, help provide necessary training, appropriate funding, and promote activities.

Time line: Discussion draft by August 1996, Second draft by 1997 CBSG Annual Meeting (August 1997).

Persons responsible: CBSG India (Sally Walker) to lead co-coordinating production of a handbook as a joint endeavor by the existing networks (India, Indonesia, Thailand, Mesoamerica, Egypt).

Core liaison

Individuals also need to be identified who are willing to function as resource people on behalf of CBSG for the regional network. These persons would, ostensibly with the help of their institution or organization, nurture and promote network development, particularly new ones, by providing support identified in the review mentioned above. This will be further discussed at the 1996 CBSG Annual Meeting

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by the Regional Network working group. Further to those discussions, an in-group review of the eligibility of national networks for Global Environment Facility (GEF) funding can be considered.

Action: CBSG will make a presentation to GEF demonstrating their role in integrated species management, with aim of securing GEF funding for the development of national/regional networks. This presentation will be based on the outcome of the Denver meeting.

Person responsible: Mike Maunder to initiate contact with Environment Section of the World Bank.

Section 6

CBSG Funding Working Group Report

Participants: William Conway, Kathryn Roberts, John Lukas, Lee Simmons, Syd Butler, Anne Watkins, Marydele Donnelly, Marilyn Lyons, Ruth Stolk, Hori Hirosha, Susie Ellis, Harrie Vredenburg

CBSG is an international network of partners all working toward a common goal: applying cutting-edge scientific tools to prioritize conservation action. Because of its "jewel-like" value to its international constituency, CBSG primarily has been supported by voluntary contributions from zoos, aquaria, and the private sector, augmented by contractual services to an international array of wildlife agencies and governments. Although this support base has allowed CBSG to carry out its work, it continues to operate on the edge of a financial cliff because of the increasing demand for services that in turn increase core costs such as salaries, travel, and supplies. Our commitments make it imperative that we develop and maintain a solid, dependable funding base to ensure that CBSG and its programs will live long into the future.

Needs pertaining to funding were identified:

1. Clarify CBSG's image and unique role in the conservation community
2. Investigate alternative forms of governance
3. Explore forming a partnership with one of CBSG's strongest supporters as a parent organization
4. Discuss ways to generate income through business opportunities

CBSG's image and unique role

In response to a recognized need to clarify CBSG's image and unique role in the conservation community, it was recommended that CBSG focus on key characteristics that best describe it, such as global, rapid response team, lean and efficient, productive (never fails to produce), always invited, leaves behind local ownership, science-based, enthusiastic partners - the "jewel" of the conservation community.

Further, it was determined that CBSG needs to focus on the following strengths:

- internationally recognized

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- a science- and technology-based team (more than "x" scientists, managers and naturalists in "x" countries)
- a demonstrated capability of rapid global response to local requests concerning critical conservation problems.
- a history of producing scientifically-valid products on a timely enough basis to be useful in influencing solutions.

Reasons identified for CBSG's successes were:

- a broad-based, international team with extensive local participation and ownership in all processes.
- CBSG leaves behind active and effective local conservation processes, tools and capacity.
- a history of long term follow-through.
- a highly-skilled core staff capable of enlisting extensive volunteer scientists worldwide.
- minimal overhead with virtually no bureaucracy.
- CBSG delivers available resources to conservation programs at the site of the problem.

The name "Conservation Breeding Specialist Group" is difficult to explain and does not adequately address the scope of the organization's activities. However, in name-change discussions, it was recommended that the acronym "CBSG" should continue to be used because it reflects the historical origins of the organization, and more importantly, because it has wide positive recognition throughout the conservation world. Some suggested taglines to CBSG were:

- CBSG: Conservation Biology Specialist Group
- CBSG: Global Conservation Network
- CBSG: An Internationally Networked Conservation Response Organization
- CBSG: Conservation Partnerships in Action
- CBSG: The Global Conservation Science Response
- CBSG: International Conservation Action Network
- CBSG: Conservatio Benefitting Society Globally
- CBSG: Conservationists Bringing Skills Globally

It was recommended that a task force convene prior to the Denver meeting to discuss other possible and appropriate new names for CBSG.

Actions, time line, and persons responsible:

Lee Simmons will review key descriptors/message/CBSG taglines with marketing

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specialist Zimmerman before January 31, 1997 and fax resulting product to members of a small task force (Simmons, Lucas, Butler, Roberts, Lyons) for final comment and submission to Seal for presentation to steering committee in April 1997.

Governance

The CBSG is a Specialist Group of the Species Survival Commission. Its purposes are facilitated by the Global Conservation Network, a charitable organization incorporated in 1991. In order to better provide for the governance and support of the increasingly important work of CBSG, it is proposed that a more traditional Board of Trustees (or Directors) be developed for CBSG, supplemented by an Advisory Panel representative of the scientific and managerial sectors within the conservation community that CBSG serves.

As visualized, such a Board of Trustees would replace the GCN Board, some of whose members might be appointed to the Advisory panel. It need not affect the nature of CBSG's relationship with the SSC although it might occasion the development of a new model for the Commission.

The new Board of CBSG would be confined to a small and select group of individuals interested in CBSG's work, financially capable and with a sophisticated global outlook. Such a Board is best constructed through the interest of one or two highly-capable individuals who are personally involved. Should CBSG form an alliance with an appropriate established organization or be adopted by such an organization, its leaders could play a guiding role in Board development.

Clearly, counsel is required on governance detail. Questions receiving resolution are use of GCN as a model or even a template for the new organization, relationship with a possible parent organization, and degree of autonomy or authority the parent might properly confer on CBSG and upon its SSC/IUCN relationship.

Actions, time line, and persons responsible:

1. Obtain legal counsel on establishment of proposed Board and Advisory panel; and disbandment of the GCN and Steering Committee
Kathryn Roberts, Ulie Seal By April 1997
2. Develop position description for Board members
William Conway By July 1996
3. Develop position description for Panel members
John Lukas By July 1996

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4. Identify Panel members
John Lukas, William Conway

By April 1997

"Adoption"

To confidently move forward into the new century, CBSG recognizes the need to engage its partners in creatively exploring innovative methods of securing long-term funding for the organization. A financially healthy CBSG can move forward even faster, cutting an ever-wider swath in the application of cutting-edge, applied technology to the escalating loss of the world's biodiversity.

In considering CBSG's future financial health, one scenario identified is partnering with one or more of its strongest supporters as parent or adoptive organizations strongly supporting the mission of CBSG.

Actions, time line, and persons responsible:

1. Identify requirements and criteria for "adoptive" organization

Potential criteria:

support the mission of the organization
willingness to provide support without control
ability to provide physical space
ability to provide infrastructure support
ability/possibility to provide volunteer staff
ability to provide additional financial support (provide at least 20 - 40% of annual budget)

Kathryn Roberts, William Conway, John Lukas, Lee Simmons, Ulysses Seal, Susie Ellis, Dave Wildt
By January 1997

2. Make constituency aware that the "jewel" is available for adoption

Kathryn Roberts, William Conway, John Lukas, Lee Simmons, Ulysses Seal, Susie Ellis, Dave Wildt and others to be determined TBD

3. Identify potential parents and pick one that meets the criteria.

Kathryn Roberts, William Conway, John Lukas, Lee Simmons, Ulysses Seal, Susie Ellis, Dave Wildt and others to be determined TBD

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Business Plans

There are two ways to bring income into the organization: through traditional philanthropy and through business opportunities. Several ways were identified to explore the latter opportunities:

Actions, time line, and persons responsible:

1. Review the list of potential business centers that was produced in Dublin.
Roberts, Ellis *January 1997*
2. To identify additional possible business centers and opportunities for cause-related marketing.
Roberts, Ellis *January 1997*
3. Ad-hoc team reviews candidates, business centers and cause-related marketing opportunities to select the best candidates for pursuit.
Roberts, Ellis *January 1997*
4. After choosing best candidates, create a business plan.
Roberts, Ellis *February 1997*
5. Based upon the results of those business plans, two to four projects will be selected for implementation.
Seal, Wildt, Ellis *May 1997*
6. Design implementation strategies.
Seal, Roberts, Ellis *July 1997*
7. Implement.
Seal *January 1998*
8. Regularly monitor financial results and modify as necessary.
Ellis *On-going*

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Section 7**Appendices**

**Appendix I.
List of Participants**

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The Globe

January 15, 2001

All the news that's fit to print

CBN (Conservation Biology Network) NAMED CONSERVATION GROUP OF THE CENTURY

Ulrie Seal
Postpones
Retirement
for 10 Years

WWF Recognized CBN As
World Leader In Small
Population Biology

CBN Decentralizes
20 New Nodes

10
Billionth
Access
To CBN
WWW
Site

.....
.....
.....
Marialice is quoted as saying...
"The key to longevity is water
and

The Globe

Thailand Update

Usum Organizes Thai Teams To Update Houston Toad PHVA

**Florida Panther
Works On ReIntro
Projected For
Clouded Leopards
In KHAOYAI**

Logan quoted as saying

**Thai King Returns
To Apple Valley
For Summit With
King Seal**

**Indonesia Sends
Javan Hawk Eagle
Team to Help With
Spanish Imperial
Eagle Recovery**

**Biodiversitys
Begin World
Tour in
Thailand**

CBN Donor Page

**Japanese
Environment
Agency
Pledges
1 Billion Yen
Over 5 Years**

**AZA Pledges
\$2 Million to Support
Network Transfer**

**WWF Supports
CBN In Situ
Efforts**

**CBN Considers
Buyout of
Turner Broadcasting**

**IUCN Extends
Tax Free Status
To 50 CBN Nodes**

**APPENDIX III.
SKIT: THE MONTEL MILLER SHOW**

Host: I'd like to welcome all of you on this 4th day of June, 2001, to the always current, always provocative, Montel Miller Show. We have an extra special show for you today. During the past 5 years, The Conservation Breeding Specialist Group network, or CBSG-Net, has gained considerable notoriety as a global leader in conservation action--essentially a household word through its globally-recognized programs.

Our topic for today is to discuss the CBSG-Net and its current role in biodiversity conservation. Joining us today are 6 members of CBSG-Net: 4 in the studio and, even more exciting, two live via satellite. Joining us in the studio are Mrs. Marialice Seal, Board member to the World Bank responsible for the allocation of funds for biodiversity conservation projects; Dr. Charles Hoessle, Director of the Saint Louis Zoo and CBSG-Net representative from the zoo community; Elizabeth McCance, Chair of the Hibiscus Specialist Group based in Chicago...being just a dumb talk-show host, I gotta say I have no idea what a hibiscus is, but I'm sure we'll find out soon; and Alisa Shull, CBSG-Net representative from the US Fish & Wildlife Service and with training from one of the newly-developed CBSG-Net Training Facilities based in Austin, Texas. Also joining us live via satellite from Australia is Graeme Phipps, CBSG-Net representative from the newly-opened Cape York Bio-Park in northeastern Australia; and live from China is Dr. Li Yiming from the Chinese Academy of Sciences and the lead representative from the Chinese component of CBSG-Net.

I'd like to start off our discussion of CBSG-Net on the always current, always provocative Montel Miller Show with the issue of funding. Mrs. Seal, as World Bank board member and CBSG-Net rep., how do you decide on the allocation of program funds?

...
OK, very fascinating. Dr. Hoessle, tell us about the zoo community's interaction with CBSG-Net.

...
Oh, multimedia and TV is very exciting--I really like the TV aspect of your work. Graeme, can you hear me way out there in Australia? What time is it there in your part of the world? So tell us...how are things at Cape York?

...
Well, that's a great story-go out and have your afternoon tea. OK, now I'd like to turn to Alisa and find out how the conservation agencies work with CBSG-Net.

Well, Montel, the new Director of the Fish & Wildlife Service, Phil Miller, is placing a

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great emphasis on conservation process training and staying on the cutting edge of science. There's a new local CBSG education center that provides training on the tools and processes available to evaluate population and habitat viability. Many of our employees, including myself, are getting training at the center, as well as people from other organizations. We're using this training to set clear targets for conservation and are working with local landowners and stakeholders to achieve those targets identified with these revolutionary tools and processes.

Hello, Dr. Yiming! Welcome to the Montel Miller Show! Please tell us how the distribution of CBSG-Net information has improved in your country over the past few years.

...
Absolutely tremendous! The idea of having all of CBSG-Net's publications available almost instantly via computer, and able to be translated into Chinese almost effortlessly, is a marvelous idea. Thank you very much for your information.

Now, I thought I'd save the best for last. Remember, I had no idea what the heck a hibiscus is, so I know you're all dying to find out yourself! Could you tell us about your work in the Specialist Group and how you interface with CBSG-Net?

...
Well, I look at my watch and can see that Oprah's about ready to come in here and tape her own show. That means it's time to wrap this up. I want to thank all our guests today for their fascinating information about CBSG-Net and we wish them all the best for the future. So, be sure to join us again on the always current, always provocative Montel Miller Show. Good-bye everybody!!

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APPENDIX IV.

Ode to CBSG

For you & me
A unified world
We'd like to see.

Where we play on our strengths
To meet a shared global goal
And contribute our part
To a unified whole.

Small populations
Our greatest expertise
Our catalytic forces
Our networking trees.

Fast Internet access
For all who want to use
Our updated software
Our experts diffuse.

We need regional nodes
For CBSG
To keep personal touch
With other powers that be.

With protected area managers
Community activists, NGOs
With government programs
Our numbers open, not closed.

In situ / ex situ

All players have a role
We'll work with the rest
And share the burdens we hold.

For ecosystems and species
Clean habitats, land and sea
Need a unified effort
To maintain diversity.

December 1996

APPENDIX V.

On 4 May 2001, a biologist from White Oak, Florida discovers that the endemic population of Green-banded snails is severely declining. A recent survey turned up only 19 individuals. She calls the CBSG Switchboard in Iceland and begs for help.

The CBSG Facilitator on phone duty suggests and connects her to the snail population biologist at the Burmese node of the Conservation Biology Specialist Group. He puts out a request for all information on forest-dwelling snails of hot, moist environments on the Internet. Within hours, several conservationists around the world with a variety of expertise agree to help. A PHVA workshop is convened on the Internet which includes representatives from the North Florida Snail Society, the Invertebrate Conservation Center, London Zoo, the AZA TITAG, and a other local and multinational stakeholders and experts.

The results of the PHVA indicate that the green-banded snail has a 79% probability of going extinct in the next 6 months unless drastic management action is taken. Recommendations for protection of its single isolated, environmentally, socially, politically vulnerable habitat include calling multi-disciplinary experts from all seven continents as a special crack Rifle Force and Site Improvement Squad.

The PHVA recommended that all the 19 individuals in the wild population be taken into captivity and a captive breeding program started at White Oak Conservation Center, a facility well within the range of the species. Advisors from India and Indonesia were suggested to advise in the initiation of the program.

Next a message in all major world languages was sent out on the internet giving the results of the PHVA couched in terms that the lay public could comprehend. A request to the world conservation carers (which includes the public at large) to save the green-banded snail results in donations sufficient to make improvements to the habitat and run the captive programme until the habitat is sufficiently upgraded and protected to support the reintroduction programme.

It emerged at the PHVA that the primary cause of decline of this species was collection for use in the White Oak Conservation Centre kitchen. By making the White Oak Conservation Centre a part of the conservation process and a stakeholder was sufficient to convince them to stop collection for their kitchen and focus all their energy on the conservation programme.

After 2 years, the green-banded snail once again inches wetly forward into salvation. The White Oak Conservation Centre used surplus animals to start a self-sustaining commercially viable population on their premises, the sale of which supports ongoing

December 1996

conservation efforts, not only of that species but much larger and more charismatic species (such as giraffes, zebras, okapis) as well.

The success story of the green-banded snail and the rescue efforts of its Burmese, Nepalese, Indian, and Indonesian Crack Squad touched the hearts of people all over the world who purchased and ate green-banded snails just to help the conservation effort.

An unanticipated side effect of eating green-banded snails is that they caused sterility in 99% of all male *Homo sapiens*. After some years, the global population dropped to manageable numbers. Development came to a standstill. Tropical rainforests throughout the world regenerated and once again, it was clear that the Conservation Biology Specialist Group had SAVED THE WORLD.

APPENDIX VI.

NETWORK ENGINEERING*

as opposed to Network Organising
by Zoo Outreach Organisation / CBSG, India

- Challenge:** Arming people in regions of high biodiversity to save species and populations using the tools of recovery as developed by CBSG.
- Strategy:** Use CBSG as a device for Regional Networking with the objective of creating a national or regional Interactive Management Team
- Challenge:** Urgency created by increased fragmentation of habitat -- increasing number of endangered species in small, isolated populations
- Strategy:** Networks for catalytic change. Key: using pieces of a network already in place waiting to be connected.
- Challenge:** Locating skeletal system of potential regional or national network
- Strategy:** Building a team, starting with activators and stakeholders in the conservation community and expanding it. "Profiling" of individuals and organisations is important.

I. Build from existing individuals and institutions/organisations --

- A. Skeleton -- catalyst and substructure must fit "new organisation" profile, e.g. catalytic -- should not be inert: flat organisational structure; flexible, etc.
1. Individual Profile: personally and professionally autonomous: interested, innovative, self-motivated, self-supporting (can survive without salary from the network).

Retired individuals
Powerful professionals
Influential personalities
Mavericks

2. Organisation Profile: autonomous (ideally), infrastructure in place, some degree of flexibility, related sphere of activity/interest (stakeholder)

Zoo Associations/Regional Association
Professional Associations (Veterinary, Forestry, Wildlife, etc.)
N.G.O.s
I.U.C.N. Regional offices
Business/industry
Universities
Autonomous semi-Governmental organisations

- B. Body -- membership of individuals
3. Govt Departments -- Profile: should be direct stakeholder
Wildlife Department or Wing
Related and responsible departments, agencies, directorates
e.g. Zoological, Botanical, Natural Resources...in charge of "wild"
 4. Universities -- Teaching staff, Researchers, students
 5. Related Professional Communities (vets, biologists, foresters, parks dept.)etc.
 6. (Appropriate) Non-traditional partners (Farmers, Tribals, Press, Business community, etc.

C. Special interest groups -- members should be grouped according to their stated interest as well as according to profession for targeted information networking.

Challenge: Constructing the network

Strategy: Assembling building blocks for catalysing and coordinating

II. Assist with infrastructural needs for setting up office and staff.
Donations of used equipment, xerox machines, typewriters, computers, seed money, etc.

Challenge: Nurturing Network

Strategy: Establish credibility, Enable, reinforce and expand the Network

III. Supply Tools and Training :

- A. Relevant literature in relevant manner and appropriate language
Subject matter appropriate to individual community
Supply freely according to level and need
1. Entire network should receive "overview materials : CBSG NEWS, Regional Newsletters, brochures about ISIS, etc.
 2. Selected professional groups should receive detailed & specialised materials

Example: Zoo/wildlife/research Community:

- First level : Basic animal care
Second level: Information management
Third level: Basic Small Population Biology "the message"
Fourth level: About CBSG tools and processes, e.g., PHVAs, CAMPS, etc. including what (data, biological information, etc.) is needed to conduct them.

B. Training
Precisely as above (levels of training)

Challenge: Networks Working Together

Strategy: Use all fields and disciplines, institutions and organisations, individuals and agencies -- integrate disparate groups and individuals

IV. Using means as ends -- Engineer, promote and exploit CBSG "Processes"

A. Help conduct CAMPS, PHVAs, training etc. until network acquires sufficient credibility and legitimacy to stand alone

B. Utilise the processes (PHVAs, CAMPS) as research, educational, promotional, and public relations tools

1. Use CBSG processes to motivate stakeholders to clean up their science and prepare information
2. Briefing books to be prepared in-country by stakeholders
3. Invite practically everyone
4. Publicise event
5. Give detailed guidelines for in-country follow-up (including evaluation)

Challenge: Release or "graduate" Network: make it possible for networks to stand alone.

Strategy: Pull out human supports so that network players will utilise their skills

V. Empower / validate someone (or a team) to continue

A. Provide advice and encouragement from a distance

1. Maximum information
2. Minimal financing
3. Minimal outside expertise

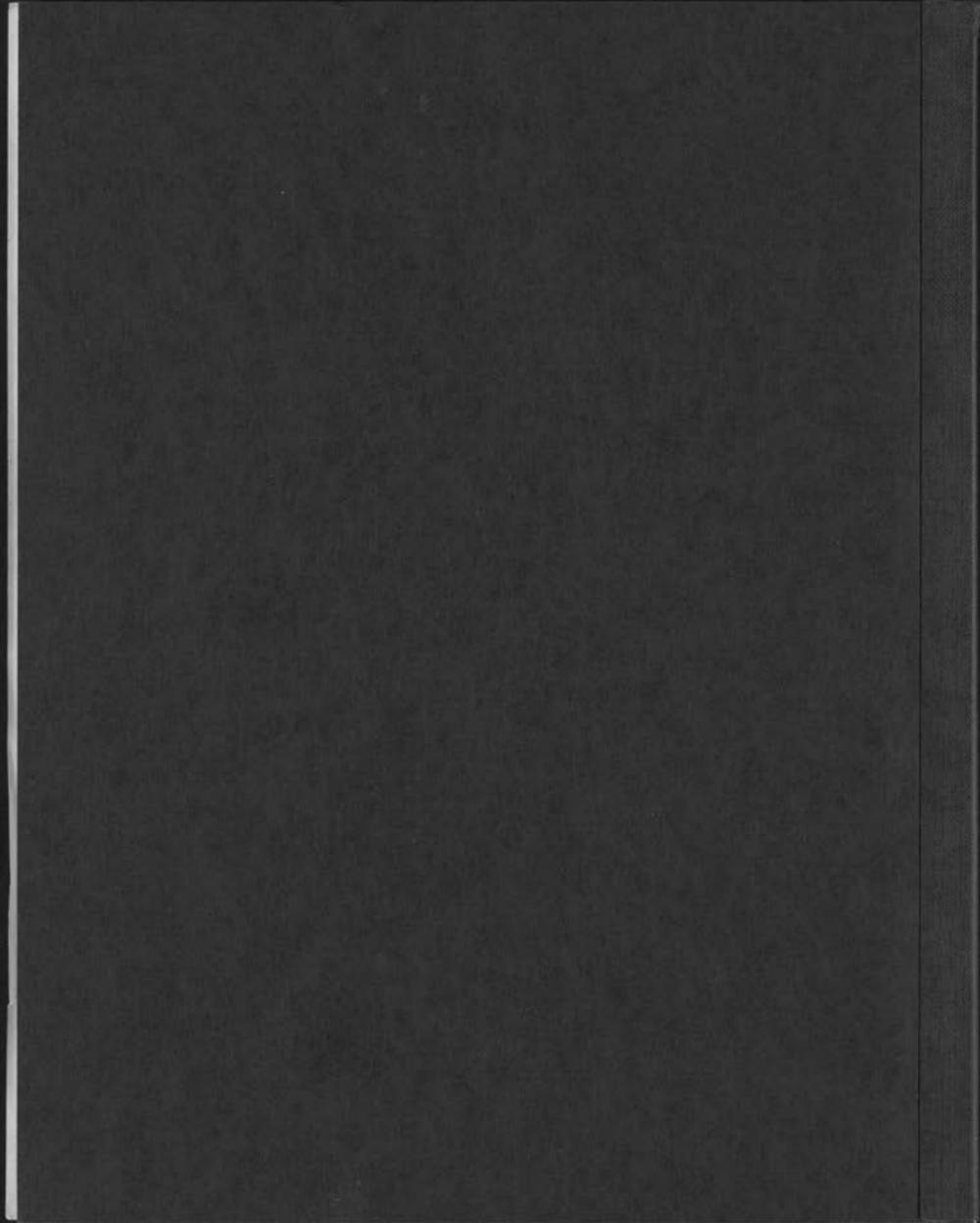
B. Help with P.R. with Government and Education of Policy makers so that in-country funding and sponsorship is forthcoming.

C. Encourage experimentation and clean up of failed processes: follow up.

* Regional Network "Engineering" as opposed to organising is a methodology used when an extra "push" is required to get people to voluntarily associate and activate in a positive and constructive manner to address crucial conservation issues, responsibilities tasks.



"Engineering" should be done from within the community, not imposed from outside. Regional Networks are for countries and regions that WANT them in addition to NEEDING them. The "engineer" should have contacts outside to provide materiel for fuel however. The above is a tested and true strategy based on experience.





Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

U.S. Seal, CBSG Chairman

8 June 1995

Kathryn Roberts
ISIS
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124

Dear Kathryn:

The CBSG Steering Committee, at its 1992 annual meeting in Vancouver, suggested that a strategic planning process be initiated for CBSG to guide directions, activities, and responsibilities for the next 10 years. In February 1993, a strategic planning workshop was held in Ocho Rios, Jamaica. This, and the subsequent CBSG Futures search report, were the first steps in a continuing process of futures scenario-building for CBSG and have been a basis for our response to the very rapid changes occurring globally in science, communication technology, and social and political responses to a growing human population. The CBSG Futures Search launched CBSG on an expanded and greatly deepened vision of our role in global conservation into the next century, identifying our strengths as well how these could be built upon to meet the ever-growing challenges facing the world's biodiversity.

Somehow, this wasn't enough. As one of CBSG's core stakeholders, you know that CBSG moves at a rapid pace unmatched by most organizations on the planet. In keeping with this, as we review our progress on the goals set in Jamaica we find that we have already met most of the CBSG Futures Search goals in the short, three-year period since the Jamaica workshop. The only area that still needs focus is a plan for the long term financial stability of the organization. This is a priority for 1995.

We would like to invite you to participate in a second CBSG strategic planning workshop. We anticipate that the workshop will take place over a three-day period between the 20th to the 30th of April 1996, most likely just before or just after the World Zoo Organization (formerly IUDZG) Council meeting. We still are discussing location and exact dates, and will let you know as soon as these have been selected. We know that your calendar fills up rapidly and wanted to give you as much advance notice as possible.

*Susie
I wouldn't miss
it for the world
K.B.*

We hope to see you at the CBSG Annual Meeting which will take place in Dublin from September 29 through October 1, 1995. We also hope you will plan on working with us in April as we chart CBSG's adventure into the 21st century.

Sincerely,

Susie

Susie Ellis, Ph.D.
Senior Program Officer

Reply to: CBSG, 138 Strasburg Reservoir Rd., Strasburg, VA 22657
Tel/fax 1-703-465-9589 E-mail: 76105.111@compuserve.com



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

October 11, 2000

Lee Ehmke
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Lee,

I am writing to express personal thanks for the Minnesota Zoological Gardens's 2000 contribution of \$25,000.00 to the CBSG. We are deeply grateful for your continued support, and look forward to working with you for many years to come.

CBSG's activities continue to expand. In May and June, highlights included conducting a workshop on developing a chimpanzee sanctuaries in Uganda and facilitating strategic planning processes for elephant managers in Oregon and for the Mesoamerican and Caribbean Zoo Association in the Dominican Republic. A CAMP on selected Red List species in Costa Rica allowed us to test out the new CAMP computer program in Spanish, which is proving to be extremely useful. CBSG's work was presented at several conferences including one in Spain on endangered mammals and the Society and Resource Management Conference in Washington. Zoo conservation planning continues to be a focus, with workshops recently completed for the Houston Zoo and Shedd Aquarium. In late summer we conducted workshops on restoration of the Northeast wolf in Maine, and several workshops in South Africa including a CAMP on frogs and PHVAs on the riverine rabbit and the wattled crane. We just returned from a CAMP for the Cuyabeno Reserve in Ecuador, where we were able to use both knowledge of indigenous people and scientists to carry out assessments. CBSG's annual meeting will be held in Palm Desert, California from 20-22 October. I hope to see you there.

All of CBSG's activities are possible and successful only because of generous financial support we have received from institutions like yours. With your help, we will continue to move forward in our mutual efforts to preserve the Earth's rapidly disappearing biodiversity. Thank you again for your generous contribution.

Sincerely,

Ulysses S. Seal, Chairman



October 6, 2000

U.S. Seal, Chairman
CBSG
12101 Johnny Cake Ridge Rd.
Apple Valley, MN 55124-8151

Dear Ulie:

I am very pleased to accept your invitation to become a member of the CBSG Steering Committee.

The Minnesota Zoo is honored to be the headquarters of Conservation Breeding Specialist Group, and we look forward to our continuing support of all CBSG important conservation activities.

I will be attending the CBSG annual meeting in Palm Desert, although I regret I cannot attend the Steering Committee nor the first day of the meeting due to our Zoo Board meeting. I will be arriving the evening of October 20, and am looking forward to participating in the working sessions on October 21-22.

Sincerely,

A handwritten signature in black ink, appearing to read "Lee C. Ehmke".

Lee C. Ehmke
Director / CEO



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

Lee Ehmke
Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, 55124

September 20, 2000

Dear Lee ,

I enjoyed our meeting and would like to invite you to become a member of the CBSG Steering Committee. The Minnesota Zoo has played an integral role in the successful implementation of CBSG programs and your continued support will be key to CBSG's continuing development. The vision of collaboration and assistance of conservation programs in range countries built at the Minnesota Zoo demonstrate how organizations can build linkages with preservation and management of wild ecosystems. I would value your council on our steering committee as we continue to develop and implement new programs.

The tenure would be until the next General Assembly of the IUCN (more likely indefinitely if you choose) when all Specialist Groups are subject to re-appointment. You will receive periodically the Steering Committee packet from our office that contains a compilation of recent trip reports by CBSG program officers and myself, interesting correspondence, papers, and other materials that we think will keep you informed on our activities and any issues that arise. You are not expected to comment unless something of special importance to you is noted.

We usually meet twice a year, once before the annual meeting which itself precedes the annual meeting of WZO (which are scheduled with local director approvals through 2002) and in mid-year usually before the WZO council meeting. These steering committee meetings offer an opportunity to discuss in some depth philosophical and direction issues for CBSG and are very important in guiding our activities in response to the rapid changes that are occurring in conservation and as they affect zoos.

I believe that CBSG has moved to a position of credibility and acceptance in the international conservation, wildlife, and zoo communities that hardly seemed possible only 3 years ago. In particular, the tree kangaroo workshop in Papua, New Guinea involving local stakeholders and the giant panda workshops and biomedical surveys of pandas in China with both the CAZG and Forestry departments have contributed to deepening the relationship between the zoo community, the academic community, and the wildlife agencies. You will receive the CBSG workshop and activity schedule by email periodically. Please let us know of workshops that are of interest to you and the Minnesota Zoo.

My regards,

U. S. Seal, Chairman, CBSG

cc: CBSG Steering Committee



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

September 20, 2000

Lee Ehmke
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Lee,

It was a pleasure to meet with you a few weeks ago. I am delighted that we will be able to maintain and enhance the long-term relationship between CBSG and the Minnesota Zoo. I am writing to express personal thanks for the Zoo's 2000 contribution of \$25,000.00 to the CBSG. We are deeply grateful for your continued support on so many levels.

CBSG's activities continue to expand. In May and June, highlights included conducting a workshop on developing chimpanzee sanctuaries in Uganda and facilitating strategic planning processes for elephant managers in Oregon and for the Mesoamerican and Caribbean Zoo Association in the Dominican Republic. A CAMP on selected Red List species in Costa Rica allowed us to test out the new CAMP computer program in Spanish, which is proving to be extremely useful. CBSG's work was presented at several conferences including one in Spain on endangered mammals and the Society and Resource Management Conference in Washington. Phil Miller, Program Officer, returned to Sweden for a week to teach part of an annual course on conservation genetics and also was an instructor for a course on Managing Endangered Species Recovery Teams in Belize and for the *EnviroVet* Course in Florida. Zoo conservation planning continues to be a focus, with workshops recently completed for the Houston Zoo and Shedd Aquarium. In late summer we conducted workshops on restoration of the Northeast wolf in Maine, and several workshops in South Africa including a CAMP on frogs and PHVAs on the riverine rabbit and the wattled crane. We have just returned from conducting a Conservation Workshop for *Spheniscus* penguins in Chile. This week we travel to Ecuador to conduct a CAMP for the Cuyabeno Reserve. CBSG's annual meeting will be held in Palm Desert, California from 20-22 October. I hope you will be able to attend.

All of CBSG's activities are possible and successful only because of generous financial support we have received from institutions like yours. With your help, we will continue to move forward in our mutual efforts to preserve the Earth's rapidly disappearing biodiversity. Thank you again for your generous contribution.

Sincerely,

Ulysses S. Seal, Chairman



Resp by May 1

Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

27 March 2000

Connie Braziel
MZG

Dear Connie:

In June 1996, 43 people from 11 countries gathered at White Oak Conservation Center to participate in our second Futures Search Workshop and to plot CBSG's activities and direction for the next 5 years. The results of that meeting have served to guide us in our effort to respond to the very rapid changes occurring globally in science, communication technology and social and political responses to a growing human population.

CBSG's influence has grown significantly since 1996. We have played a catalytic role internationally in facilitating an increase in the direct involvement of the captive community in conservation of free-ranging wildlife in native habitats and in reducing the rate of extinction. CBSG has achieved international recognition for its achievements in bringing together diverse local stakeholders to reach agreement on the science, risks, and management plans and actions for threatened species and ecosystems. We have engaged in intense and successful efforts to develop new tools to include the impact of local human populations on an ecosystem and to more effectively incorporate estimates of disease risk. We are also directly assisting zoos and conservation organizations in their development of conservation capabilities and plans for the future.

We are now at a critical juncture with rapid conceptual and direction changes occurring in the international conservation community. It is essential, if CBSG is to continue to play a lead role, that we extend the application of our improved methodologies and recently developed innovations. Our Futures Search 2000 will play a vital role in this success by bringing together key people in the world zoo and conservation communities to refresh our vision, to generate new objectives in response to continuously changing challenges, and to incorporate recent theoretical and practical innovations developed in our networks. The participants in the search process will have ownership of the results and responsibilities to assist in their achievement. This and the new collaborations developed will be the source of the energy and vitality of this unique group as we begin the new millenium.

As one of CBSG's core stakeholders, we would like to invite you to participate in the *Futures Search 2000* workshop, to be held from 26-28 August 2000. We will be generously hosted by John Lukas and the staff at White Oak Conservation Center in Yulee, Florida. Your only expense will be transportation to and from the Center. Please plan to arrive on Friday August 25th, with departure the morning of the 29. The meeting will begin at 9:00 a.m. on the 26th. We ask that you make a commitment to be present for the entire 3 days as we have found that late arrivals and early departures tend to disrupt the rhythm and impetus of such an important planning meeting. Because each invitee's contribution is unique, you may not substitute another person if you are unable to attend.

Here is some information to aid you in making your travel arrangements: Jacksonville is the closest airport to Yulee; Orlando is the closest international airport; Atlanta is another close international airport with more connections available to Jacksonville. Transportation from Jacksonville to Yulee will be provided by White Oak. Please e-mail your flight information to Becky Thompson at beckyt@wo.gilman.com. If you do not have e-mail access you can phone Becky at 904-225-3396.

We hope that you will plan on working with us in August as we plot CBSG's future. Space at White Oak is limited so to help us in our planning process, please respond by 1 May.

Sincerely,



Ulysses S. Seal, Chairman



Conservation Breeding Specialist Group

Species Survival
IUCN -- The World Conservation Union

Connie Brazier
Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, MN 55124
USA

*Grain
Pls don't write this
response to
for me accept in
minutes
Cjs*

1999 AZA Conference
September 24-28

Dear Connie,

I would like to invite you to become a member of the CBSG Steering Committee. You and your institution play an integral role in the implementation of CBSG programs and your support will be key to CBSG's continuing development. The vision of collaboration and assistance of conservation programs in range countries built at the Minnesota Zoo demonstrate how organizations can build linkages with preservation and management of wild ecosystems. I would value your council on our steering committee as we continue to develop and implement new programs.

The tenure would be until the next General Assembly of the IUCN (more likely indefinitely if you choose) when all Specialist Groups are subject to re-appointment. You will receive periodically the Steering Committee packet from our office that contains a compilation of recent trip reports by CBSG program officers and myself, interesting correspondence, papers, and other materials that we think will keep you informed on our activities and any issues that arise. You are not expected to comment unless something of special importance to you is noted.

We usually meet twice a year, once before the annual meeting which itself precedes the annual meeting of WZO (which are scheduled with local director approvals through 2002) and in mid-year usually before the WZO council meeting. These steering committee meetings offer an opportunity to discuss in some depth philosophical and direction issues for CBSG and are very important in guiding our activities in response to the rapid changes that are occurring in conservation and as they affect zoos.

I believe that CBSG has moved to a position of credibility and acceptance in the international conservation, wildlife, and zoo communities that hardly seemed possible only 3 years ago. In particular, the tree kangaroo workshop in Papua, New Guinea involving local stakeholders and the giant panda workshops and biomedical surveys of pandas in China with both the CAZG and Forestry departments have contributed to deepening the relationship between the zoo community, the academic community, and the wildlife agencies. You will receive the CBSG workshop and activity schedule by email periodically. Please let us know of workshops that are of interest to you and the Minnesota Zoo.

My regards,

U. S. Seal, Chairman, CBSG

cc: CBSG Steering Committee



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

Connie Braziel
Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, MN 55124
USA

April 7, 2000

Dear Connie,

I would like to invite you to become a member of the CBSG Steering Committee. You and your institution play an integral role in the implementation of CBSG programs and your support will be key to CBSG's continuing development. The vision of collaboration and assistance of conservation programs in range countries built at the Minnesota Zoo demonstrate how organizations can build linkages with preservation and management of wild ecosystems. I would value your council on our steering committee as we continue to develop and implement new programs.

The tenure would be until the next General Assembly of the IUCN (more likely indefinitely if you choose) when all Specialist Groups are subject to re-appointment. You will receive periodically the Steering Committee packet from our office that contains a compilation of recent trip reports by CBSG program officers and myself, interesting correspondence, papers, and other materials that we think will keep you informed on our activities and any issues that arise. You are not expected to comment unless something of special importance to you is noted.

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My regards,

U. S. Seal, Chairman, CBSG

cc: CBSG Steering Committee

May 1, 2000

U.S. Seal, Chairman, CBSG
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124

Dear Ulie:

I am pleased to accept your invitation to become a member of the CBSG Steering Committee.

Although I am not certain of my availability to attend meetings at international sites, I will certainly try to accommodate schedules.

I look forward to receiving updates, and would appreciate knowing the dates and locations of the two annual meetings this year.

Also, I accept your invitation to participate in the Futures Search 2000 workshop.

Sincerely,

Connie J. Braziel
Acting Director



January 13, 2000

Ulysses S. Seal, Chairman
CBSG
12101 Johnny Cake Ridge Rd.
Apple Valley, MN 55124

Dear Ulie,

In response to your December 21, 1999 letter and invoice for \$25,000 for the Minnesota Zoo's 2000 contribution to CBSG, I want to confirm payments from us to CBSG for the past few years. I believe we are experiencing problems because we operate on a fiscal year basis from July 1 - June 30, while CBSG invoices on an calendar year basis.

Our records show the following payments:

8/1/97 (FY98 funds)	\$12,500
7/30/98 (FY98 funds)	\$12,500
8/27/98 (FY99 funds)	\$12,500 - see note below
7/30/99 (FY00 funds)	\$25,000

Note: the second payment in FY99 was cancelled due to severe budget shortfall

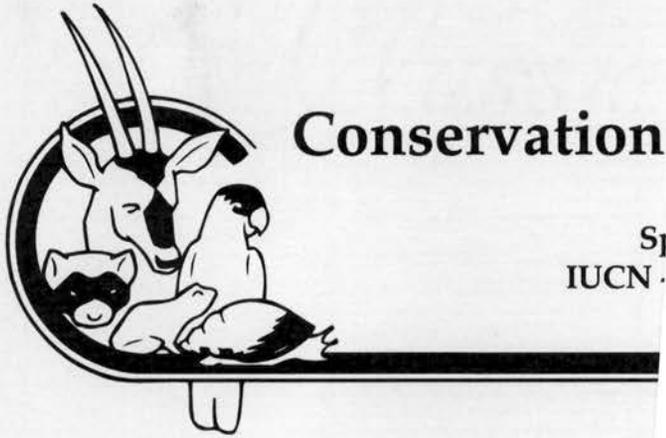
We intend to make our FY01 pledge of \$25,000 after July 1, 2000. Please re-invoice us at that time.

I am copying Lee Simmons on this letter to advise him that we are unable to increase our pledge (in response to his December 21, 1999 letter). At any rate, since the MZG pledge is \$25,000 annually, we are already in the new highest category of Benefactor (at \$20,000).

Sincerely,

Connie J. Brazier
Acting Director

Cc: Lee Simmons



December 21, 1999

Connie Braziel
Acting Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

*Didn't we
already pay \$25,000
for FY 00?*

(219) 459-5000 Fax (219) 459-5866
<http://www.kandkinsurance.com>

2000 Contribution to the IUCN/SSC's Conservation Breeding Specialist Group:

Pledge/Amount due upon receipt.....US \$25,000.00

*** PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!**

Please make checks payable to CBSG.

**Funds may be wired to First Bank NA ABA No. 9100022, for credit to CBSG
Account No. 1100 1210 1736.**

THANK YOU!!

12101 Johnny Cake Ridge Road, Apple Valley, MN 55124-8151, USA
tel: 1-612-431-9325 fax: 1-612-432-2757 e-mail: office@cbsg.org
web site: <http://www.cbsg.org>



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

INVOICE

December 21, 1999

Connie Brazier
Acting Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

2000 Contribution to the IUCN/SSC's Conservation Breeding Specialist Group:

Pledge/Amount due upon receipt.....US \$25,000.00

*** PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!**

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Account No. 1100 1210 1736.**

THANK YOU!!



HENRY DOORLY ZOO

3701 So. 10th St. / Omaha, NE 68107-2200 / 402-733-8401 / FAX: 402-733-4415

December 21, 1999

Omaha Zoological Society

ZOO DIRECTOR
Dr. Lee Simmons

OFFICERS

CHAIRMAN OF THE BOARD
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Sue Scott
Jim Smith
Nancy Tritsch
Lewis Trowbridge
John W. Weekly

* - Ex Officio

Dear CBSG Institutional Conservation Council Member:

At the CBSG 1999 Annual Conference in South Africa, the CBSG Steering Committee identified five new or ongoing initiatives that have the potential to add significant value to CBSG processes and services to our zoo and aquarium community. These were:

- Adding a new Program Officer to enhance zoo conservation planning processes-serv strongest constituency;
- Hiring a part-time clerical staff to support Virginia office;
- Facilitating participation in the CBSG F the CBSG Annual Meeting by selected r Committee for whom international travel is difficult;
- Development of four CBSG regional networks, two of which are new (India, Mesoamerica, South Asia, and China);
- Substantially redesigning CBSG Web site.

In order to accomplish these proposed initiatives, we would need an increase in the CBSG funding base of approximately US\$150,000 per annum. In order to address this issue, I was asked to chair a fundraising working group. This committee arrived at the following recommendations that were endorsed by the Conference:

- Add a "Benefactor" category to our existing CBSG donor base. Benefactors would be those institutions that contribute a minimum of \$20,000 annually. As a result of discussion in South Africa, we have already had five institutions commit pledges in this category.

Jan 15 response requested
Pls draft response due to our current financial situation unable to incur.



HENRY DOORLY ZOO

3701 So. 10th St. / Omaha, NE 68107-2200 / 402-733-8401 / FAX: 402-733-4415

December 21, 1999

Omaha Zoological Society

ZOO DIRECTOR

Dr. Lee Simmons

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Jack R. McDonnell
Dian Moore
Jim Moore
Ellen Moran
David Rismiller
Brig Gen Ronald F. Sams
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Jim Smith
Nancy Tritsch
Lewis Trowbridge
John W. Weekly

* - Ex Officio

Dear CBSG Institutional Conservation Council Member:

At the CBSG 1999 Annual Conference in South Africa, the CBSG Steering Committee identified five new or ongoing initiatives that have the potential to add significant value to CBSG processes and services to our zoo and aquarium community. These were:

- Adding a new Program Officer to enhance the focus on the emerging zoo conservation planning processes-services that get CBSG back to its strongest constituency;
- Hiring a part-time clerical staff to support the expanding duties of our Virginia office;
- Facilitating participation in the CBSG Futures Search Workshop and the CBSG Annual Meeting by selected members of the Steering Committee for whom international travel is difficult;
- Development of four CBSG regional networks, two of which are new (India, Mesoamerica, South Asia, and China);
- Substantially redesigning CBSG Web site.

In order to accomplish these proposed initiatives, we would need an increase in the CBSG funding base of approximately US\$150,000 per annum. In order to address this issue, I was asked to chair a fundraising working group. This committee arrived at the following recommendations that were endorsed by the Conference:

- Add a "Benefactor" category to our existing CBSG donor base. Benefactors would be those institutions that contribute a minimum of \$20,000 annually. As a result of discussion in South Africa, we have already had five institutions commit pledges in this category.

- The minimum levels for the Conservator and Guardian categories would each be increased to US\$15,000 and US\$7,000 per annum, respectively.
- The remaining categories would stay at their current levels;

To acquire this additional funding, which will allow CBSG to expand the support specifically to its member base and our conservation effort as a whole, we are asking all who can to increase their contribution.

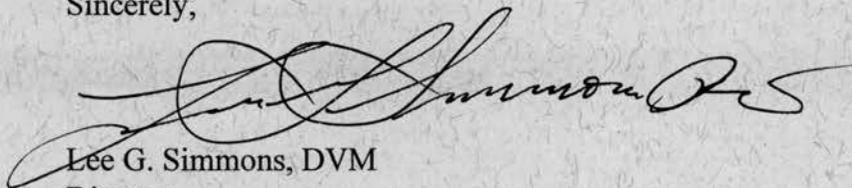
The growth of CBSG has come about through the vision and enthusiasm of Ulie Seal, as well as a highly motivated, professional staff that supports all of our dedicated member volunteers. All of this has been made possible only by the financial support of a core group of very dedicated individual and institutional contributors.

Recognition of your past and future generosity will include:

- Listing of your institution's name and its funding category in all CBSG publications
- A high-quality plaque provided by CBSG will be given to each Benefactor, Conservator and Guardian institution to proudly display in their offices.

The issue is urgent and important. On behalf of the CBSG Steering Committee and its members, I would like to ask for your response by 15 January 2000.

Sincerely,



Lee G. Simmons, DVM
Director
Omaha's Henry Doorly Zoo

CBSG Payments		Vendor # 080288006-01	
<u>FY</u>	<u>Payment date</u>	<u>Amount</u>	<u>PO #</u>
00	7/30/99	25,000.00	31863467
99	8/27/98 <i>cancelled</i>	12,500.00	31463518
98	7/30/98	12,500.00	31053079
98	8/1/97	12,500.00	31053079
97	8/6/97	6,250.00	30961424

*pledge reduced
due to severe
budget short-fall*

Other Payments
Tiger Info Editorial Services

3/5/98	4,615.68	31283636
--------	----------	----------

From: Jeff Higgins
To: Bender, Ginny
Date: 1/12/00 10:58AM
Subject: cbsg payments

Ginny, attached is a spreadsheet listing the payments to CBSG for FY's 98-00.

Note that in FY99, due to the budget shortfall, the fall quarter revisions included reducing the payments to CBSG . The 2nd half payment of \$12,500 was canceled for FY 99, PO 31463518. All other years appear to have been fully paid.



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

December 21, 1999

Connie Braziel
Acting Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Connie:

Highlights of CBSG's 1999 work included a great deal of work in North America. We conducted a very successful Population and Habitat Viability Assessment (PHVA) workshop for the Eastern slopes grizzly bear in Canada, successfully synthesizing extensive geographic information system (GIS) habitat, human land use data and population information in our modeling. Other PHVAs included the red wolf in North Carolina, big horn sheep in New Mexico and our sixth PHVA-type workshop for the Florida panther. Outside of this region, we conducted PHVAs for African penguins in South Africa, a follow-up PHVA workshop for the Costa Rican squirrel monkey and a conservation planning workshop for the Ethiopian wolf in Ethiopia. CBSG also co-organized the Seventh World Conference on the Breeding Endangered Species in Captivity in May in Cincinnati. Our Annual Meeting in South Africa was very productive, addressing critical topics such as the bushmeat crisis, elephant and lion issues and revision of the IUCN Policy on Captive Propagation.

As you are aware, an ongoing effort this year has been assisting development of zoo conservation masterplans, including for plans done for the Minnesota Zoo, Saint Louis Zoo, and Houston Zoo in the US, Calgary Zoo and Metro Toronto Zoo in Canada, and Perth Zoo in Australia. This process provides a means for zoos to develop their own explicit conservation goals and objectives; each plan includes the assignment of responsibilities, timelines, measurable outcomes and priorities.

Much of our work this year concentrated on China. Early in the year we conducted the second interdisciplinary biomedical evaluation of giant pandas in four Chinese institutions, including the Wolong Breeding Center. These efforts were carried out in partnership with the Chinese Association of Zoological Gardens (CAZG) as well as the State Forestry Administration (SFA). At the invitation of the SFA, we conducted a Giant Panda Conservation Assessment and Research Techniques Workshop in October, which led to a series of recommendations for training workshops for reserve staff as well as increased cooperation between the two agencies

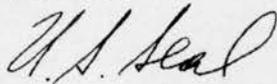
responsible for giant panda management in China. In December, we returned to China to conduct a Veterinary Training workshop. We also worked with several other Chinese species, conducting a PHVA for golden monkeys and a nutrition workshop for South China tigers.

New tools include a database system for the Conservation Assessment and Management Plan (CAMP) process. The application is extremely user-friendly; updates of this database will be regularly distributed to all ISIS institutions via the REGASP program. Two CAMPs were conducted during 1999; one on selected Costa Rican medicinal plants and one for selected Cuban endemic species, including freshwater fish. Lastly, the VORTEX program and manual have been updated to Version 8; the new manual is very user-friendly with program screens included.

CBSG is deeply grateful for support from the zoo community, which since 1989 has allowed us to maintain the CBSG offices with a small staff. Support from institutions like yours is the backbone of CBSG and our programs. The \$25,000.00 contributed by the Minnesota Zoological Gardens each year is vital to our ability to continue these activities, and I extend my personal thanks to you for your commitment to us, both in terms of this financial support and also for all the other forms of support that you have provided us over the years. Attached is an invoice listing your 2000 pledge.

Thank you again for your continued support.

Sincerely,

A handwritten signature in cursive script, appearing to read "U.S. Seal".

Ulysses S. Seal, Chairman

Seal



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

August 17, 1999

Connie Braziel
Acting Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Connie,

I am writing to express personal thanks for the Minnesota Zoological Gardens's 1999 contribution of \$25,000.00 to the CBSG. We are deeply grateful for your continued support, especially in light of all the recent transitions at the Zoo.

CBSG's activities continue to expand. Much of our work this year is in North America. We have recently conducted a PHVA for the Red Wolf in North Carolina, our sixth PHVA-type meeting for Florida panthers, and a PHVA for Big Horn Sheep in New Mexico. Our efforts in institutional conservation planning continue, with workshops just completed for the Calgary Zoo and the Houston Zoo. CBSG's annual meeting this year will be held from 15-17 October in Warmbaths, outside Johannesburg, South Africa. I hope that you'll be able to attend.

All of CBSG's activities are possible and successful only because of generous financial support we have received from institutions like yours. With your help and commitment, we will continue to move forward in our mutual efforts to preserve the Earth's rapidly disappearing biodiversity. Thank you again for your generous contribution.

Sincerely,

Ulysses S. Seal, Chairman



July 9, 1999

Ulysses S. Seal, Chairman
CBSG
12101 Johnny Cake Ridge Rd.
Apple Valley, MN 55124

Dear Ulie:

I am now processing a payment of \$25,000 for the Minnesota Zoo's 1999 Contribution to CBSG, although the invoice I received was for \$37,500.

The Zoo Board approved the budget for the fiscal year July 1, 1999 - June 30, 2000, which included \$25,000 for CBSG. I was unaware that the pledge had been increased from the \$25,000 level.

As you no doubt know, the Minnesota Zoo has been severely constrained by budget shortfalls, and at this time there are no additional funds to pay the additional \$12,500 for which we were invoiced. As we get further into the fiscal year, if the opportunity presents itself to reconsider additional funding, we will certainly do so.

You should be receiving \$25,000 within the next two weeks.

Sincerely,

A handwritten signature in cursive script, appearing to read "Connie".

Connie J. Braziel
Acting Director



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

INVOICE

July 1, 1999

Connie Braziel
Acting Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

1999 Contribution to the IUCN/SSC's Conservation Breeding Specialist Group (CBSG):

Pledge/Amount due upon receipt.....\$37,500.00 US

PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!

Please make checks payable to CBSG.

**Funds may be wired to US Bank NA ABA No. 091000022 for credit to
CBSG Account No. 1100 1210 1736.**

THANK YOU!!!

*Pay \$25,000
AID 3/83*



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

July 1, 1999

Connie Braziel
Acting Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Connie:

The activities of the Conservation Breeding Specialist Group continue to grow and evolve, and we have had a very busy and exciting year to date. Highlights of the year include PHVA workshops for the Eastern slopes grizzly bear in Canada, the red wolf in North Carolina, the African penguin in South Africa, and our sixth PHVA-type workshop for the Florida panther. Other highlights were a Biomedical Survey of Giant Pandas in Captivity in China in partnership with the Chinese Association of Zoological Gardens (CAZG) and the State Forestry Administration (SFA). Later this year, we will conduct two PHVAs in China: one for the giant panda in the Sichuan province, and one for golden monkeys. We return to China in December with a team of veterinarians to conduct a veterinary training workshop. As you know, our zoo conservation planning efforts continue to move forward, with plans developed not only for the Minnesota Zoo, but also for the St. Louis, Calgary and Houston Zoos to date.

CBSG is deeply grateful for support from the zoo community, which for the past nine years has allowed us to maintain the CBSG office with a small staff. This support is the backbone of CBSG, our programs and products. The increased pledge of \$37,500.00 contributed by the Minnesota Zoological Gardens is vital to our ability to continue these activities, and I extend my personal thanks to you for your commitment to us. Attached is an invoice listing your 1999 pledge. If this invoice has crossed in the mail with your contribution, please accept our apologies.

Thank you again for your continued support.

Sincerely,

Ulysses S. Seal, Chairman



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

December 17, 1998

Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Kathryn,

As 1998 draws to a close, the Conservation Breeding Specialist Group (CBSG) looks back on a very productive and exciting year. Highlights include: Population Habitat Viability Assessment (PHVA) workshops for the Winged Mapleleaf Mussel in Minnesota, the Mexican population of the California Sea Lion, the highly endangered Iberian Lynx in Spain, the Muriqui in Brazil, the Humbolt Penguin in Chile, and the Peary's Caribou in the Northwest Territories of Canada. Several successful Conservation Assessment and Management Plan (CAMP) workshops were conducted as well, including: the Pinnipeds of Mexico, endemic Orchids of Costa Rica, and two CAMPS in Cuba focusing on endemic plant and animal species. We also conducted a combined CAMP/PHVA for Tree Kangaroos of Papua New Guinea, which was a successful platform for incorporating our work in human demographics into the CAMP process. A PHVA video was also produced at this workshop and will serve as a valuable tool in the promotion and planning of future workshops.

In March, in collaboration with the Chinese Association of Zoological Gardens (CAZG), CBSG organized a biomedical evaluation of selected giant pandas at three zoos in China. This evolved from recommendations made at the Captive Management Planning Workshop held in December 1996. CBSG looks forward to future collaboration with the CAZG conducting biomedical evaluations on additional giant pandas, and with the Department of Forestry on the biomedical evaluation of giant pandas at Wolong Reserve in China, as well as PHVA on wild panda habitat.

We are currently involved with facilitation of the Minnesota Zoo's conservation planning and with the National Marine Fisheries Service (NMFS) in facilitating a series of workshops centered on salmon issues of the Columbia River basin in the Pacific Northwest. Upcoming workshops for early 1999 include an Eastern Slopes Grizzly Bear PHVA in Canada, a Disease Risk Workshop in Nebraska and a Lizard CAMP in Mexico.

Professionals from zoos and aquariums participate in all CBSG workshops which greatly extends the expertise CBSG can bring to these conservation efforts. CBSG is deeply grateful for support from your institution, which enables us to maintain the CBSG office with a small staff. This support is the backbone of CBSG, our workshops and products. The \$37,000.00 contributed by the Minnesota Zoological Gardens has been vital to our ability to continue these activities, and I extend my personal thanks to you for your commitment to us. Attached is an invoice listing your current 1999 pledge.

Thank you again for your continued support and have a happy holiday season.

Ulysses S. Seal, Chairman



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

INVOICE

December 17, 1998

Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

1999 Contribution to the IUCN/SSC's Conservation Breeding Specialist Group (CBSG):

Pledge/Amount due upon receipt.....\$37,000.00 US

PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!

Please make checks payable to CBSG.

Funds may be wired to US Bank NA ABA No. 091000022 for credit to
CBSG Account No. 1100 1210 1736.

THANK YOU!!!



July 9, 1999

Ulysses S. Seal, Chairman
CBSG
12101 Johnny Cake Ridge Rd.
Apple Valley, MN 55124

Dear Ulie:

I am now processing a payment of \$25,000 for the Minnesota Zoo's 1999 Contribution to CBSG, although the invoice I received was for \$37,500.

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As you no doubt know, the Minnesota Zoo has been severely constrained by budget shortfalls, and at this time there are no additional funds to pay the additional \$12,500 for which we were invoiced. As we get further into the fiscal year, if the opportunity presents itself to reconsider additional funding, we will certainly do so.

You should be receiving \$25,000 within the next two weeks.

Sincerely,

A handwritten signature in cursive script, appearing to read "Connie".

Connie J. Braziel
Acting Director



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

INVOICE

December 17, 1998

Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

1999 Contribution to the IUCN/SSC's Conservation Breeding Specialist Group (CBSG):

Pledge/Amount due upon receipt.....\$37,000.00 US

PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!

Please make checks payable to CBSG.

Funds may be wired to US Bank NA ABA No. 091000022 for credit to
CBSG Account No. 1100 1210 1736.

THANK YOU!!!



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

29 December 1997

Kathryn Roberts, Ph.D
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Kathryn:

The activities of the Conservation Breeding Specialist Group have continued to grow and evolve in 1997. Highlights of the year include a Population and Habitat Viability Assessment (PHVA) workshop for the chimpanzee in Uganda, a PHVA for the prairie fringed orchid in Nebraska, a Conservation Assessment and Management Plan (CAMP) workshop for selected species in Cuba, and a CAMP and conservation planning workshop for felids in Mesoamerica. We also conducted a CAMP on the endemic cactus of the Tehuacan-Cuicatlan Valley in Mexico and the second PHVA workshop for four species of lion tamarins in Brazil. This past summer we visited El Salvador for the first time to conduct a workshop on reintroductions and confiscated animals, and also facilitated a regional masterplanning session for primates in Costa Rica. Other workshops included a PHVA for the goblin fern in Minnesota, a workshop on threatened gibbon species of China and attendance of the International Giant Panda Festival in September. In October, we conducted a PHVA for African wild dog in South Africa. Our most recent workshop was a PHVA for the mountain gorilla in Uganda. Highlights of many of these workshops appear in the enclosed *CBSG Donor News*. Early next year, we will conduct PHVAs for the winged maple leaf mussel in Minnesota, for the California sea lion in Mexico, and for the Iberian lynx in Spain. In March, as part of our continuing involvement with the Chinese Zoo Association, a team will return to China to conduct biomedical evaluations of captive giant pandas in three institutions.

CBSG is deeply grateful for support from the zoo community, which allows us to maintain the CBSG office with a small staff. This support is the backbone of CBSG, our programs and products. As we have grown, the demand for our services, worldwide, has increased. While it is our intent to make all projects self-sustaining, our core office costs are not self-sustaining and, like core costs for all organizations, have increased from year to year.

The \$25,000.00 contributed by the Minnesota Zoological Garden each year has been vital to CBSG's ability to continue its activities, and I extend my thanks to you for your commitment to us. Attached is an invoice listing your current semi-annual pledge.

Thank you for your support.

Sincerely,

Ulysses S. Seal, Chairman



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

PO's requested 7/17/98 - 12,500⁽²⁰³⁰⁾ FY98 - 12,500-3010²⁰ - FY99 1st half

pay 25,000 in June

INVOICE

7/15 call Shelly + tell her we will make the full payment the end of June. Text done

29 December 1997

Kathryn Roberts, Ph.D
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

1998 semi-annual contribution to the IUCN/SSC's Conservation Breeding Specialist Group:

Pledge/Amount due upon receipt

US \$12,500.00

*** PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!**

Please make checks payable to CBSG.

Funds may be wired to First Bank NA ABA No. 091000022, for credit to CBSG
Account No. 1100 1210 1736.

THANK YOU!!

*P.O. 31053079
2030/A33/200*

*PO 3010/A00/100
1999*

*OK to pay
1/5/98
PO 31053079
A10 2030/A33/200*



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union
U.S. Seal, CBSG Chairman

31 Jan. 1997
3 pgs total

Fax - 431-9336

Ginny -

Attached please find request and invoice for 1998 contribution. You should have received, MN Zoo paid 1997 contribution as follows:

\$12,500.00	- # 49012148	received 12 Aug. '97
\$ 6,250.00	- # 49004237	received 7 Aug. '97
\$ 6,250.00	- # 48567103	received 27 Dec. '96 (for 1997)
<hr/>		
* \$25,000.00		

Ginny, let us know if we should alter the invoice for your record-keeping.

LR - Am confused.
Did you pledge 25,000 for 1997 + 98?

Shelly



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

December 17, 1998

Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

Dear Kathryn,

As 1998 draws to a close, the Conservation Breeding Specialist Group (CBSG) looks back on a very productive and exciting year. Highlights include: Population Habitat Viability Assessment (PHVA) workshops for the Winged Mapleleaf Mussel in Minnesota, the Mexican population of the California Sea Lion, the highly endangered Iberian Lynx in Spain, the Muriqui in Brazil, the Humbolt Penguin in Chile, and the Peary's Caribou in the Northwest Territories of Canada. Several successful Conservation Assessment and Management Plan (CAMP) workshops were conducted as well, including: the Pinnipeds of Mexico, endemic Orchids of Costa Rica, and two CAMPS in Cuba focusing on endemic plant and animal species. We also conducted a combined CAMP/PHVA for Tree Kangaroos of Papua New Guinea, which was a successful platform for incorporating our work in human demographics into the CAMP process. A PHVA video was also produced at this workshop and will serve as a valuable tool in the promotion and planning of future workshops.

In March, in collaboration with the Chinese Association of Zoological Gardens (CAZG), CBSG organized a biomedical evaluation of selected giant pandas at three zoos in China. This evolved from recommendations made at the Captive Management Planning Workshop held in December 1996. CBSG looks forward to future collaboration with the CAZG conducting biomedical evaluations on additional giant pandas, and with the Department of Forestry on the biomedical evaluation of giant pandas at Wolong Reserve in China, as well as PHVA on wild panda habitat.

We are currently involved with facilitation of the Minnesota Zoo's conservation planning and with the National Marine Fisheries Service (NMFS) in facilitating a series of workshops centered on salmon issues of the Columbia River basin in the Pacific Northwest. Upcoming workshops for early 1999 include an Eastern Slopes Grizzly Bear PHVA in Canada, a Disease Risk Workshop in Nebraska and a Lizard CAMP in Mexico.

Professionals from zoos and aquariums participate in all CBSG workshops which greatly extends the expertise CBSG can bring to these conservation efforts. CBSG is deeply grateful for support from your institution, which enables us to maintain the CBSG office with a small staff. This support is the backbone of CBSG, our workshops and products. The \$37,000.00 contributed by the Minnesota Zoological Gardens has been vital to our ability to continue these activities, and I extend my personal thanks to you for your commitment to us. Attached is an invoice listing your current 1999 pledge.

Thank you again for your continued support and have a happy holiday season.

Ulysses S. Seal, Chairman

12101 Johnny Cake Ridge Road, Apple Valley, MN 55124-8151, USA
tel: 1-612-431-9325 fax: 1-612-432-2757 e-mail: office@cbsg.org
web site: <http://www.cbsg.org>



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

INVOICE

December 17, 1998

Kathryn Roberts, Ph.D.
Director
Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124-8199
USA

1999 Contribution to the IUCN/SSC's Conservation Breeding Specialist Group (CBSG):

Pledge/Amount due upon receipt.....\$37,000.00 US

PLEASE INCLUDE YOUR NAME TO INSURE PROPER CREDIT!

Please make checks payable to CBSG.

**Funds may be wired to US Bank NA ABA No. 091000022 for credit to
CBSG Account No. 1100 1210 1736.**

THANK YOU!!!

From: <UlieSeal3@aol.com>
To: <onnie@cbsg.org>, <blueberi@worldstar.com>, <mhage...>
Date: Thu, Nov 12, 1998 6:52 PM
Subject: (no subject)

CBSG Team: This is for your information. Please respect Carol's request to not distribute copy of this with her name attached. Your thoughts welcome. All arrangements are in place for the facility, butcher paper, room and table arrangements, and miscellaneous supplies. We have received several copies of the briefing book but there is not time to get you copies before arrival in Portland. Frances and I will use our copies to prepare for the design sessions on Sunday. I am still getting active input. Very positive atmosphere building. See you all in a few days.

Ulie

From: Carol.A.Murray@noaa.gov (Carol A. Murray)
To: ulieseal3@AOL.COM

File: whitep~1.wpd (11930 bytes)
DL Time (28800 bps): < 1 minute

Ulie - Attached for your review is a "confidential" report that I prepared for Usha when we were considering the need for economists and social scientists by the agency. I am not averse to having some of these ideas floated out, if appropriate, at the workshop. Feel free to share with your team, but indicate that I would prefer the ideas come from them, rather than being attributed to me. My guess is that some of the Port people (our constituents) may raise the idea of a pipeline in any event.

Subject: Economic Problem Solving
White Paper

Author: Carol Murray

Date: September 12, 1998

The NMFS has traditionally used its economists and social scientists for purposes of analyzing the impacts of various (proposed) regulatory schemata on constituents or the resource. This leads to four limitations on the scope of problem solving. First, economic problem analysis is confined to the impacts of a particular regulation. Second, the analysis is narrowly confined to those who are immediately impacted by the regulation. Third, it is unlikely that problem solving anticipates regulations, but most usually follows either their contemplation or proposal. Finally, the nature of the analysis presupposes solutions that are limited in scope to those that can be carried out within NMFS mandates.

Another (and here, proposed) use by the NMFS for economists and social

scientists is to move proactively. Matrix analysis might be performed to create an understanding of the multiple interests that contribute to both the problem and its potential solution. This would require looking farther afield to define a problem, into the tangled web of interrelated economic and social interests that underpin, contribute to or are effected. It requires a global understanding of the latent or explicit interests of those involved. And, at a minimum requires a look at not only those who may be directly impacted, but at anyone who can contribute positively to problem resolution. It would require the NMFS to plan so that it might anticipate potential solutions to vested interests far enough in advance of regulations that the interests can be resolved or realigned by integrated actions across both the public and private sectors and, as necessary, be carried out by multiple agencies and others who can be realigned to resolve the problem. The goal is to anticipate necessary solutions to resource issues and resolve interests, irrespective of scope, and/or to permit unsolvable interests to be segmented and isolated, so their net impact will not trigger opposition to rigorous regulation.

For example, in the salmon arena, it is relatively easy to define all of the interest groups that will be impacted by measures needed to recover the various species. Interest groups include the Ports, that serve as the economic engines for counties in the State of Washington and derive or will lose revenue based upon whether the river is used as transportation infrastructure (i.e. eastern Washington ports that unload grain, the Port of Portland where grain is offloaded, the western Washington ports that would benefit at Portland's expense if river transportation is unavailable), the various segments of the intermodal transport industry (i.e. barges that currently carry grain, RRs and trucks that lose business to barges), the operators of the track and highway and ancillary infrastructure (that will be adversely impacted by increased utilization, as well as those that would be benefited if new roads or rails are required), those dredging and needing it (i.e. barges and ports), those losing because of dredging (i.e. other ports) agriculture interests that use the river for transportation of their crops and require water for irrigation; harvesters (tribal and other) and the energy producers, sellers and buyers.

Economists and social scientists would examine the various interests and propose innovative methods of eliminating the underlying economic areas of concern or propose innovative, but practical solutions, to realign the interest groups or to isolate them. The goal of these exercises would be to identify for NMFS leadership the complex of interest groups that must be motivated to action to remove impediments to rigorous regulation.

For example, the core problem-sets for the parties above (in the salmon arena) is off-setting potential revenue loss, as a result of ESA listings and federal regulations, ensuring that there are methods of getting grain to market that don't exacerbate current I-5 and other rail/grade crossings by increasing traffic, ensuring that the transportation solutions for grain are cost effective for agriculture interests, ensuring that sufficient water is available to meet current agriculture needs and accommodate some growth, ensuring that those counties that have revenue from the current transportation system have revenue equivalents, providing replacement energy for any lost as a result of solutions for the resource and ensuring that all who are expected to meet regulatory requirements (habitat recovery, etc.) have the financial wherewithal to do so. It can be supposed that to ultimately be able to enact effective/rigorous regulations all or at least most of these concerns must be met.

A real life example of this as a recommendation is the manner in which teak deforestation of western India by villagers was resolved. The Ministry did not have to enact regulations, rather it stimulated the creation of an infrastructure for propane. (Or, as one villager put it, "Why would I walk a mile to cut a tree, when I can just turn a valve?")

Innovative problem solving would dissect the various problem statements and create a grid of potential solutions that would precede the actual resource problem solving. In the salmon arena, the problem might be solved, as follows:

(1) The NMFS would propose a partnership with the Ports, RR, DOE, COE and DOT to explore the use of grain pipelines instead of the river or already overloaded rail and road corridors. (The Port of Los Angeles has been the most recent to explore existing technologies that can be either vacuum or CO2-based.) The Ports would see themselves as drivers with agencies providing financial support for initial engineering studies. Barge owners will oppose the initiative; but, the Ports and agriculture interests would lend support. Net effects goal: Change perception that only major highway or rail infrastructure expenditures could replace barging; realign the parties, dividing interest groups and allow a larger number of interest groups to believe that their economic best interest does not necessarily lie in preventing elimination of the river for transport and permit the resources of more federal agencies to be devoted to a resource-friendly solution.

(2) The NMFS would propose that the DofAg fund universities and extension agents to immediately commence research into the cost/benefits of using polymers to enhance the efficiency of water withdrawn and used by agriculture interests. Golf courses are currently cutting water usage between 20 - 33% by using polymers that retain water and release it slowly. Some of the new polymers are also beneficial because they retain and encourage the use of non-petro-based fertilizers for slow release into the soil. The non-corn starch polymers actually serve as soil amendments and can be customized to deal with high or low acidity, etc. Net effects: water use may be cut by as much as 33%, allowing no net impact to farmers of lowering water withdrawals.

(3) The NMFS would request that state insurance commissioners to examine comprehensive liability insurance policies purchased by state, county and city entities, as well as Ports and agricultural and private property owners, between 1940 - 1982. The goal would be to assess whether watershed councils could accept tender of policies from those having liability for habitat and other restoration or recovery actions. The SBA would be asked to advance loans to the councils to pursue class actions to recover the cost of recovery activities. (There are private firms that make such loans, as well.) At least in Washington State, a combination of regulations and court decisions, hold insurers jointly and severally liable for damages to non-policy owner owned lands of any "damages" caused by liability under a statute, where any of the damage can reasonably be shown to have occurred during the existence of a comprehensive liability policy.. This strategy has been used to successfully recover in excess of \$1B to clean up contaminated sites in Washington state. Net impacts: Provide parties with a source of revenue to offset the costs of habitat restoration and recovery actions.

(4) The NMFS would examine the actual economic value of the hydropower system in reducing the cost of power and compare that to the value of alternative power sources. To the extent that alternative sources of power can be

purchased, the issue then becomes how to minimize the additional costs to select end users. Various combinations of alternatives may be available, including alternative energy supply, tax offsets, etc. The NMFS/DOC would work with the State Department of Trade and Economic Development and the Governor to create a tax incentive package to offset costs. Net impacts: No cost or lower cost to end users.

(5) The NMFS would examine alternative economic benefits of having an abundant resource and value them. Net impact: cost benefit analyses that take into account public benefits, rather than simply private sector costs.

(6) The NMFS would look to resolve economic interests in harvest in innovative ways. For example, the NMFS might propose that the City of Seattle barter an exchange of tribal harvest rights for a period of five to ten years on the Columbia in exchange for land for a pan-tribal casino on city property. In return, the City of Seattle would share in casino revenue that would be committed to restoration activities in urban Puget Sound. This would require BIA agreement that the land in the City of Seattle be designated as "trust." The parties could resolve respective interests in revenues once the harvest strictures are removed without NMFS involvement. Saltonstall-Kennedy money might be made available as seed money.

Each of these "innovative solutions" involve economic problem solving and analysis, not just analysis. The solutions are proactive, rather than reactive. And, they involve more actors than the NMFS alone.

ean,

Sorry for the delay in response to your request. The following document, on CBSG letterhead, is being faxed to you at 503-292-5799 and 503-326-5066. If you wish to make any changes please do so and let me know by email or fax at home and I will send you a revised version. Also I can UPS an original copy if you wish.

Thanks for all,

Ulie

CONSERVATION BREEDING SPECIALIST GROUP

The Conservation Breeding Specialist Group, (CBSG/SSC/IUCN), is a Specialist Group of the Species Survival Commission (SSC), World Conservation Union (IUCN). CBSG has established experience and expertise in the development, testing, and use of processes to assist agencies and affected stakeholders in developing effective collaboration and management planning based upon the best available risk assessment, biological, and social science. In the past ten years it has pioneered new strategies to allow practical and effective conservation actions for wild populations of endangered species and their ecosystems all over the world. A small, scientifically based organization, CBSG has developed a set of workshop processes and tools that facilitate meetings to identify species and habitats deserving conservation and to assist cross-cultural and multiple interest stakeholders in producing practical policy, research, and management recommendations for their system. CBSG has assisted in the organization and conduct of more than 120 workshop processes in 40 countries on threatened vertebrate, invertebrate, and plant species and terrestrial and aquatic ecosystems.

CBSG workshops are organized to bring together the full range of groups with an interest in conserving and managing the species in its habitat and as a part of an ecosystem or in the consequences of such management. One goal in all workshops is to reach a common understanding of the state of scientific knowledge available and its application to the decision-making process, to needed management actions, and to policy formulation. The Workshops are generally 3-5 days long and are preceded by a one day planning meeting. A draft report is prepared by the participants as a part of the meeting process. Recommendations of the workshop are reviewed and agreed by the participants during the workshop. This draft (which is assembled immediately after the meeting) is edited, only by participants who volunteer to edit and by participating CBSG staff, for preparation of a review draft to be distributed within 2 weeks of the meeting to an agreed group of workshop participants for review for accuracy. This editing process is not intended to open new issues or to present a new point of view not presented in the workshop. It is intended to assure completeness and accuracy of representation of the workshop results. The final report can be prepared within 4-12 weeks of the workshop depending upon review needs and agreements. Thus the report is an agreed product of the participants - not of CBSG or the organizers.

The outline agenda for the Workshop is Day 1: morning presentations, problem idea generation with all participating, identification of working groups, instructions to working groups, start of working group activity (problem reworking, criteria for priority ranking of problems, ranking of criteria, ranking of problems by each criterion, start needs identification for each of the problems). Day 2: morning plenary session with presentations by each working group, working groups (revisit any issues on items raised in plenary, complete needs identification for the priority ranked problems, rank needs, state goals to meet needs, start identification of actions to meet the ranked needs in terms of the goals, note overlap of actions between problems, rank these actions for each problem), late afternoon plenary to review progress and exchange information. Draft reports from each group prepared, printed, copied and distributed to everyone for review and for use within their working groups. Day 3: Working groups in the morning with a plenary before lunch to jointly review the actions and schedules being recommended by each working group as components of recommendations for an implementation plan. Open discussion on questions and concerns not included, items on which there is confusion of understanding with need for clarification, and statements of disagreement on specific recommended actions - with the intent of identifying

the basis for the disagreement and what is needed for resolution. By the end of the day a rough draft report should be printed for any final commentary in the final plenary session.

The workshop process and the small group work are cumulative and build upon themselves from day to day. It is essential that participants be present throughout the workshop process. We actively discourage people joining after the morning of the first day since this is disruptive of the small group discussions and dynamics. Precious time and effort are wasted in trying to incorporate latecomers and they can be disruptive. As participants appreciate the complexity of the problems as a group, they take more ownership of the process as well as the ultimate recommendations made to achieve workable solutions. This is essential if the policy and management recommendations generated by the workshops are to succeed.

CBSG is able to draw upon a wide range of expertise from the academic, scientific, and managerial communities for expert objective assistance tailored to the specific needs of a project. The CBSG team for the 'Framework' Workshop, 17-19 November includes 8 people with wide-ranging professional and facilitation expertise. In alphabetical order: Dr. Susie Ellis (CBSG Senior Program Officer, vertebrate behavior), Dr. Mary Hagedorn (Smithsonian Institution, fish reproduction), Dr. Kathryn Roberts (Director Minnesota Zoo, management and education methodologies), Dr. Rebecca Seal (hydrologist and stream restoration), Dr. Ulysses S. Seal (Chairman CBSG, team leader, ecology and wildlife management), Dr. Harri Vredenburg (Univ. Calgary, Prof. Environmental Management), Dr. Frances Westley (McGill Univ., Prof. Organizational Behavior), and we are especially fortunate that Jean Edwards (Oregon) has agreed to be a member of the CBSG team with her extensive knowledge of the Columbia River Basin, salmon issues, and the stakeholders.

U. S. Seal



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

19 October 1998

Kathryn Roberts, Ph.D
Director, Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley MN 55124-8199

Dear Kathryn:

I am writing to express my personal thanks to you and to the Minnesota Zoo for your generous 1998 contribution of \$12,500. We are deeply grateful for your continued efforts to support our mission and programs, both on a personal and institutional level.

We've just returned from the CBSG annual meeting in Yokohama, which was a great success. Several new activities begin this fall. As you know, we are very pleased to be involved with the series of collection planning meetings with the staff of the Minnesota Zoo. In November, with your assistance, we will facilitate the first of a series of workshops on salmon issues in the Pacific Northwest. In December, we will return to China to present the results of the Giant Panda Biomedical Survey to the Giant Panda Technical Committee meetings in Chengdu. Our work in China continues to deepen, with preliminary discussions begun with the Chinese Ministry of Forestry about collaboration with CBSG and the giant panda initiatives we have undertaken in partnership with the Chinese Association of Zoological Gardens of the Ministry of Construction.

CBSG's success and growing activities are possible only because of the generous financial support we have received from institutions like yours. With your help, we will continue to move forward as partners in preserving the wonder of this earth's biodiversity.

Thank you again for your support!

Sincerely,

Ulysses S. Seal, Chairman



January 29, 1998

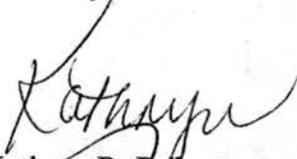
Ulysses S. Seal
Chair, IUCN.SSC Conservation Breeding Specialist Group
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124-8151

Dear Ulie:

I am honored to accept your invitation to continue to serve as a member of the IUCN/SSC Conservation Breeding Specialist Group until the year 2000.

I am sure you know that my greatest pleasure in accepting this invitation is that you and I will continue working together.

Sincerely,



Kathryn R. Roberts
Chief Executive Officer



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

Date: 7 July 1998

To: GCN Board of Directors (Conway, Flesness, Jackson, Knowles, Myers, Reece, Roberts, Seal, Simmons, Wildt)

From: Onnie Byers

Subject: 1997 GCN Auditors' Report

Enclosed please find a copy of the GCN Audit for 1997. As you will see on page 2, we ended the year with a deficit. As Susie noted in the 30 April 1998 financial report, we have made progress toward making up this deficit and are committed to balancing the budget for '98.

Thanks for your continued support of CBSG. If you have any questions regarding the audit, please let us know.

All the best,

Onnie



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

U.S. Seal, CBSG Chairman

10 July 1997

Kathryn Roberts, Ph.D
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley MN 55124-8199

Dear Kathryn:

The activities of the Conservation Breeding Specialist Group continue to grow and evolve, and we have had a very busy and exciting year to date. Highlights of the year include a PHVA workshop for the chimpanzee in Uganda, a PHVA for the Prairie Fringed Orchid in Oklahoma, a CAMP for selected species in Cuba, and a CAMP and conservation planning workshop for felids in Mesoamerica. In May, we conducted a CAMP on the endemic cactus of the Tehuacan-Cuicatlan Valley in Mexico and the second PHVA workshop for four species of lion tamarins in Brazil. In June, we visited El Salvador for the first time to conduct a workshop on reintroductions and confiscated animals, and also facilitated a regional masterplanning session for primates in Costa Rica.

Workshops planned for the rest of 1997 include PHVAs for the Goblin Fern in Minnesota, an International Panda Workshop in China, a workshop on confiscated animals in Guatemala, and a PHVA for the mountain gorilla in Uganda. CBSG's annual meeting will be held in Berlin, Germany from 15-17 August - I hope that you will be able to attend.

CBSG is deeply grateful for support from the zoo community, which for the past six years has allowed us to maintain the CBSG office with a small staff. This support is the backbone of CBSG, our programs and products. The expanded contribution of \$25,000 by the Minnesota Zoo is vital to our ability to continue these activities, and the staff and I extend our thanks to you for your personal commitment to us. Attached is an invoice listing the balance of your current pledge.

Thank you again for your continued support. We hope to see you in Berlin!

Sincerely,

Ulysses S. Seal, Chairman



Memorandum

DATE: April 14, 1997
TO: John Appel
FROM: Kathryn Roberts
RE: CBSG

I am in the process of bringing a recommendation to the Exec. Committee for future support of CBSG. Originally I had promised a proposal for this April meeting. I will now have a proposal for review at the May meeting. The month's delay allows us to incorporate the CBSG contribution plan into the zoo's full budget planning cycle.

Since we last talked I have met with Ulie to talk about the possibility of gradually increasing our contribution. Ulie thinks this is fine. His primary concern is knowing the annual level of support so he can build his own budget with accurate information.

I have heard you say a number of times that you would like the Board to accept responsibility for raising the money to support our commitment to CBSG. This would be a wonderful way for the Board to demonstrate support for global conservation programs and the importance CBSG plays in telling our zoo's story.

It would seem logical for the Board to include the CBSG contribution as a part of the annual fund. Each year, the Foundation sets a goal for the members of both the Board and the Foundation. In turn, we take the goal and incorporate the revenue after costs, into the zoo budget. For the past two years contributions have fallen short of the goal. I am confident the Foundation will review the data as they set the goal for the coming annual fund.

For budgeting purposes, I need to know whether the Board will accept the challenge to provide support for CBSG. I am going to assume they will. The second issue will be whether the Board will be willing to increase their annual fund goal to include the additional responsibility for CBSG. If the goal is not increased, reallocations must occur within the zoo's budget to support the increased costs.

It is my strong hope the Board will rise to the occasion and see this as an opportunity to demonstrate a willingness to "go the extra distance."

When we meet for breakfast later this month, I will have with me a proposed schedule for payment to CBSG. I hope we can talk about the process we need to follow to gain full Board support. The CBSG plan would be a part of the zoo's budget proposal which will be before the Board for approval in June.



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union
U.S. Seal, CBSG Chairman

10 January 1997

Kathryn Roberts, Ph.D
Director, Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley MN 55124-8199

Dear Kathryn:

I am writing to express my personal thanks to you and to the Minnesota Zoo for the semi-annual 1997 contribution of \$6,250 to the CBSG. We are deeply grateful for your efforts to support our mission and work. We especially thank you for the many in-kind contributions that go along with this donation, which are too numerous to mention.

We have just returned from a very exciting and productive masterplanning meeting for giant pandas, carried out in conjunction with the Chinese Zoo Association and a very successful PHVA workshop for chimpanzees in Uganda. We also will return to Austin, Texas later in January to carry out another in a series of conservation workshops for several endangered species in the Edward's Aquifer, in conjunction with the U.S. Fish and Wildlife Service.

You will be pleased to know that we end 1996 debt-free, with a positive balance, from all indications at this point. It has been a difficult year, but we are pleased with our financial progress.

CBSG's activities - past, present, and future - are possible and successful only because of financial support we have received from institutions like yours. With your help, we will continue to move forward in our mutual efforts to preserve the wonder of this earth's biodiversity.

Thank you again for your continued support!

Sincerely,

Ulysses S. Seal, Chairman

Sued 1/10/97



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

7 January 1997

Dear CBSG Steering Committee Member:

Enclosed please find your copy of the Information Packet for November and December 1996. I hope you find the material it contains both interesting and useful.

Please note on the schedule in Section 3, that the next CBSG Steering Committee Meeting is scheduled for all day the 5th and the morning of the 6th of April 1997 in Vienna. Tentative agenda items for the meeting include discussions of: possible review and updating of the World Zoo Conservation Strategy, CBSG's role in the issue of rehabilitation, Giant pandas in captivity outside China, and continued development of the human dimension in the PHVA process.

We hope you will be able to attend this meeting. Please fill out the form below and return it to the CBSG office so we will know whether or not we can look forward to seeing you in Vienna.

Best wishes for a happy, healthy new year,

Onnie Byers
Program Officer

To: CBSG

Fax: 1-612-432-2757

From: Robertz

Date: 1-10-97

I plan to attend the CBSG Steering Committee Meeting 5-6 April 1997 in Vienna.

I am unable to attend the CBSG Steering Committee Meeting 5-6 April 1997 in Vienna.



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union
U.S. Seal, CBSG Chairman

20 December 1996

Dear CBSG Futures Search II Participant,

Enclosed please find the CBSG Futures II report, the fruit of our labor from the June workshop at White Oak Conservation Center. This document reflects clearly the commitment and enthusiasm brought to the workshop by each and every one of you.

We are very grateful to John Lukas and his staff for generously hosting the meeting in surroundings that were perfect for this kind of endeavor. And on behalf of Ulie and the entire CBSG staff, I would like to extend thanks to each of you for the continued support, financial and otherwise, that you continuously provide. Knowing that you're behind us, and willing and able to help us reach our goals, enables us to move forward into the future with enthusiasm and pride.

Thank you.

With warm wishes for a happy holiday season and the year to come,

Susie

Susie Ellis
Senior Program Officer

*Hey Katie B -
I'm looking forward
to seeing you next month!
Merry Christmas!
Susita*

*John -
You might find
this interesting to read
prior to the 8th mtg,
PK return.
KLR*



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union
U.S. Seal, CBSG Chairman

Date: 15 November 1996

To: GCN Board of Directors (Conway, Flesness, Jackson, Knowles, Myers, Reece, Roberts, Seal, Simmons, Wildt)

From: Susie Ellis

RE: Third quarterly financial report, Global Conservation Network

Attached please find the financial report summary, including a revised budget, through the end of September 1996. In light of the income and revenue received to date as well as projections through the end of the year, we have revised the budget once more.

The budget line changes and to-date information follows:

Revenue.

CBSG Fund income received to date is \$231,370 or 86%. Donors who had not yet paid their 1996 contributions were invoiced in early July. The CBSG Fund income was increased by \$10,000 in the new budget to reflect a new \$10,000 contribution from Disney.

Annual meeting income was \$10,091 this year. The revenue line has been reduced by \$1,909 to reflect the actual income from the meeting.

Development. All but one \$5,000 pledge for the development effort has been received. We do not anticipate receiving the remaining pledge and this revenue line was reduced in the new budget accordingly.

Publications. The publications revenue was reduced by \$975 to reflect actual income to date as 75% of the projected income in this category for the year.

Publication subscribers. There were no subscribers in 1996. This income has been eliminated from the new budget.

Newsletter. In this and the last budget revision, core revenue under Newsletter was decreased by \$20,000 on the premise that our grant from Exxon was to extend through December 1996 and receiving new funds before the end of the year would be tenuous even though we have applied. The current figure reflects the actual income to date as 76% of the projected income in this

category for the year.

VORTEX income has been reduced by \$1644 to reflect the actual income to date as 79% of the projected income in this category for the year.

Other income was reduced by \$190 to reflect actual income to date as 75% of the projected income in this category for the year.

Income from sponsors. The revenue from sponsors was decreased to \$169,734 based on a refund of approximately \$3,333 that will be made to the Columbus Zoo because of Dr. Li Yiming's shortened internship. Columbus now will support Li Yiming for 8 months instead of 12. We may receive an additional \$25,000 from the AZA Giant Panda Consortium to support the Giant Panda workshop in December in China; negotiations on this are ongoing. In the interest of developing a conservative revision, this income was not included in this new budget.

Income from agencies is the \$10,500 due from the Kirtland's warbler PHVA plus \$22,040 for the contract for the Tiger Information Center, plus \$24,500 for this year's portion of the Edward's Aquifer project.

Overall, we have received 81% of the anticipated revenue for the year.

Expenses.

Salaries and benefits in the last budget were adjusted by \$1,675 to reflect Shelly's promotion from Secretary to Administrative Officer and a ~\$100 increase retirement benefits given Susie's December 1 5-year anniversary date. In the new version, \$1,800 was added to cover salary costs for Judi Mikolai's replacement, who began work on November 1.

Development. We have paid all of the budget allotment to Marilyn Lyons and Associates. At the Futures Search 2 workshop, it was decided not to continue using the consultants for the fund raising effort. This line item was reduced by \$5,425 as we do not anticipate incurring any further fund raising expenses this year. A new fund raising brochure will be included in next year's budget.

Non-reimbursed travel is over budget by \$686 or 14%.

Administration costs were increased by \$4,754 to reflect realistic expenditures and projections until the end of the year. This line item includes the one-time audit fee of \$3,300.

Directors and Officers Insurance has been purchased for a cost of \$2,904.

Computer expenses. The budget for computer expenses has been increased to \$34,000 from \$17,000. With this increase, computer expenses still are at 97% at the end of September.

Workshop expenses. Workshop briefing book expenses have been reduced by \$4,000 to more accurately reflect the actual expenses incurred and projected this year. The same is true for reports; this line was not reduced by as much because there are a number of final reports that

will be completed before the end of the year. Travel expenses also were reduced slightly and are now at 72%.

Other expenses under workshops also were reduced by \$6,907 to more accurately reflect the expenses to date and those projected through the end of the year.

Other repayments.

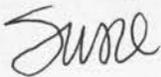
Ulie and Marialice Seal have been repaid in full for the \$17,000 loan. Four thousand dollars of the \$5,000 loan from Jim Jackson have been repaid and \$6,000 of the \$15,009 ISIS loan has been repaid.

Total expenses are \$400,097 or 77%.

CUMULATIVE DEFICIT. The numbers in the revised budget lead to a projected cash **excess of \$38,381** but a **cumulative deficit of \$7,415** when the \$45,796 auditor's deficit from last year is added. We are slowly but surely making progress toward a balanced budget, especially if all spending continues to be closely monitored through the end of the year.

Thanks again for your continued support. Please do not hesitate to contact me if you have any questions or comments.

Best regards,

A handwritten signature in cursive script, appearing to read "June".

REVENUE	SECOND			THIRD			ACTUAL		
	REVISIED BUDGET 96	REVISIED BUDGET 96	REVISIED BUDGET 96	Year-To-Dat	Remainder	Percentage Budget	Year-To-Dat	Remainder	Percentage Budget
CORE									
CBSG Fund Current	258115	258115	268115	231370	36745	86%			
CBSG Fund Late	0	0	0	47100	-47100				
CBSG Fund Advance	32200	32200	32200	0	32200	0%			
Annual Meeting	12000	12000	10091	45	10046	0%			
Development	6000	6000	1000	1000	0	100%			
Publications	14325	14325	13350	10030	3320	75%			
Publication Subscribers	9000	9000	0	0	0	0%			
Newsletter	20500	500	642	485	157	76%			
VORTEX	4000	4000	2356	1859	497	79%			
Other	6000	6000	5810	4359	1451	75%			
SUBTOTAL CORE	362140	342140	333564	296248	37316	89%			

WORKSHOPS

Income fr Sponsors	197216	173067	169734	121955	51112	72%
Income fr Agencies	32540	32540	57040	32915	0	58%
Advance income	0	0	0	0	0	0%
SUBTOTAL WORKSHOPS	229756	205607	226774	154870	71904	68%
TOTAL REVENUE	591896	547747	560338	451118	109220	81%

**EXPENSES
CORE**

Salaries/Benefits	206347	208022	209822	151637	58185	72%
Development	35500	35500	30075	30075	0	100%
Annual Meeting	7000	7000	10239	10239	0	100%
Non-reimbursed Travel	5000	5000	5000	5686	-686	114%
Administration	10000	10000	14754	10352	4402	70%
Directors and Officers Insurance	2904	2904	2904	2904	0	100%
Computers	17000	17000	34000	32814	1186	97%
Supplies	9000	9000	20568	15367	5201	75%
Phone/fax	7500	7500	7410	5653	1757	76%
Postage	9500	9500	10416	7441	2975	71%
Other	2000	2000	604	503	101	83%
Newsletter	10500	10500	10600	8834	1766	83%
VORTEX	3000	3000	2323	1937	386	83%
Reports	12000	12000	3600	2956	644	82%
SUBTOTAL CORE	337251	338926	362315	286398	75917	79%

WORKSHOPS

Briefing Books	21650	16000	8000	5091	2909	64%
Reports	23950	21191	15000	6546	8454	44%
Travel	85285	71700	65000	46972	18028	72%
Other	41540	41540	34633	28090	6543	81%
SUBTOTAL WORKSHOPS	172425	150431	122633	86699	35934	71%

TOTAL CASH USES

509676	489357	484948	373097	111851	77%
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OTHER

USS Repayment	17000	17000	17000	17000	0	100%
J. Jackson Repayment	5000	5000	5000	4000	1000	80%
ISIS Sales Tax Repayment	15009	15009	15009	6000	9009	40%
SUBTOTAL OTHER	37009	37009	37009	27000	10009	73%

GRAND TOTAL EXPENSES	546685	526366	521957	400097	121860	77%
Net Excess/deficit for 1996	45211	21381	38381			

Auditor's deficit	-45796	-45796	-45796			
CUMULATIVE Excess / (Deficit)	-585	-24415	-7415			



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

U.S. Seal, CBSG Chairman

7 May 1996

Dr. Kathryn Roberts
Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, MN 55124

Dear Kathryn:

I am writing to express my personal thanks to you and to the Minnesota Zoo for the 1996 partial contribution of \$6,250 to the CBSG. We are deeply grateful for your continued efforts to support our mission and work, Kathryn, both on an institutional and a personal level. You've made a great deal possible for us, and we are indeed appreciative of your sustained enthusiasm on our behalf.

We have just returned from a very successful Population and Habitat Viability Assessment (PHVA) workshop for the Orinoco crocodile in Venezuela. Upcoming workshops include PHVAs for the tamaraw in the Philippines and for the Javan Hawk Eagle in Indonesia. We also will be offering a fourth Facilitators' Training Course in the US in December and would welcome participation from you or from one of your staff.

CBSG's activities - past, present, and future - are possible and successful only because of financial support we have received from institutions like yours. With your help, we will continue to move forward in our mutual efforts to preserve the wonder of this earth's biodiversity, complementing the mission of the Minnesota Zoo "to strengthen the bond between people and the living earth."

Thank you again for your support!

Sincerely,

Ulysses S. Seal, Chairman

FY 1996



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union
U.S. Seal, CBSG Chairman

12 February 1996

Kathryn Roberts
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

*Why this over
2nd half?*

Dear Kathryn:

I am writing to express my personal thanks to you and to the Minnesota Zoological Garden for the 1996 semi-annual contribution of \$6,250 to the CBSG. We are deeply grateful for your efforts to support our mission and work, both in terms of your personal commitment and that of your institution.

We have just returned from a very successful Conservation and Population Assessment workshop for Lagomorphs in Mexico with a PHVA conducted for the volcano rabbit. Upcoming workshops include PHVAs for the Orinoco crocodile in Venezuela, the cheetah in Namibia, and the tamaraw in the Philippines.

CBSG's activities - past, present, and future - are possible and successful only because of financial support we have received from institutions like the Minnesota Zoological Garden. With your help, we will continue to build bridges in international conservation in the years to come. We'll look forward to your participation in the Futures Search 2 meeting, as we chart CBSG's adventure into the 21st century.

Thank you again for your support!

Sincerely,

Ulysses S. Seal, Chairman

K. Robert



Conservation Breeding Specialist Group

Species Survival Commission
IUCN -- The World Conservation Union

U.S. Seal, CBSG Chairman

CBSG Schedule - 1996-1998

15 February 1996

This schedule changes constantly; contact the CBSG Office for an update before final scheduling.

CBSG Staff Attending: (S)=Ulysses Seal, (E)=Susie Ellis, (B)=Onnie Byers, (M)=Phil Miller

1996	1996	1996	1996	1996	1996	1996	1996	1996	1996	1996	1996
?		?	Argentina: Endemic Plant CAMP (E,S or B)								
?		?	Argentina: Fox PHVA (M,S)								
		?	Budapest, Hungary: Zoo Collection Planning								
?		?	Columbia: Columbian primates CAMP; Mt Tapir PHVA (E,S or M)								
?		?	Morocco: Barbary apes PHVA								
?		?	Puebla, Mexico: Marine Mammal CAMP & Cactus CAMP & PHVA (E,S)								
?		?	Spain: Iberian Lynx PHVA (E,S)								
February		7 - 19	Otjibamba Lodge near Windhoek, Namibia: Cheetah PHVA (E,S)								
		19 - 25	Jersey, Channel Islands, UK: Facilitators Training Workshop (S,E)								
		20 - 23	Oregon, USA: American Fisheries Society Oregon Chapter Annual Mtg (M)								
March		5 - 13	Havanna, Cuba: Cuban Endemics CAMP (S)								
		15 - 17	Esciondido, CA, USA: Felid TAG (B)								
		17 - 23	Philippines: Tamaraw PHVA (S,M)								
		28 - 31	Venezuela: Orinoco Crocodile PHVA (S,E)								
		31	South Carolina, USA: ISIS Annual Board Mtg (S)								
		?	Washington, DC, USA: Save the Tiger Council Mtg (S)								
April		14 - 19	Healesville Sanctuary, Victoria, Australia: ARAZPA								
		22 - 25	Indonesia: Javan Hawk-Eagle PHVA (or week of 1 April)								
		21 - 23	Toronto, Canada: Genome Resource Banking Mtg (B)								
		28 - 1M	Front Royal, VA, USA: NOAHS Days (E,B)								
May		8 - 10	Tygerberg, Cape Town, South Africa: PAAZAB (S,B)								
		12 - 16	Pretoria?, South Africa: Cape Hunting Dog PHVA; African Felid CAMP (S,B)								
		17 - 27	Stockholm, Sweden: U of Stockholm Conservation Genetics Course (M)								
June		2 - 6	White Oak, FL, USA: CBSG Futures Workshop (S,E,B,M,A,O,J)								
		7 - 9?	Havanna, Cuba: Havanna Zoo visit (S)								
		10 - 30?	vacation: (S)								
		20 - 24	Douè la Fontaine, France: EEP								
		?	Costa Rica: Mesoamerican Felid CAMP Review, Costa Rican Endemic Plants (B,S)								
July		15 - 31	Sulewasi, Indonesia: Babirusa/Anoa PHVA (M,S)								

	?	Australia: Red-tailed black cockatoo PHVA
August	11 - 16	?Madison, Wisconsin, USA: International Primatological Society (E)
	22	Denver, CO, USA: CBSG Steering Committee Mtg (S,B,E,M,O,J)
	23 - 25	Denver, CO, USA: CBSG Annual Mtg (S,B,E,M,O,J)
	26 - 29	Denver, CO, USA: IUDZG
September	2 - 10	Capetown, South Africa: Third Internat'l Penguin Conference & Penguin CAMP Review (E)
	17 - 21	Honolulu, Hawaii, USA: AZA
	?	Turkmenistan: Kulan PHVA
October	6 - 12	Costa Rica: ALPZA and green macaw PHVA
	11 - 17	Montreal, Canada: SSC Steering Committee & IUCN General Assembly (S,E)
	12 - 15	Malaysia: Malay tiger populations PHVA
	17 - 19	Malaysia: CBSG/SEAZA Workshop
	20 - 24	Malaysia: SEAZA
	28 - 31	Mexico: Risk, disease & releases Workshop (S,M)
November	9 - 10	Yokohama, Japan (S)
	10 - 12	Chiba, Japan: JAZGA (S)
	12 - 15	Thailand: Eastern sarus crane PHVA (S) (or 13-16)
	17 - 23	Canary Islands: Canary Islands CAMP (B,S,or E)
	?	Thailand: CBSG Meeting
December	1 - 7	Omaha, Nebraska, USA: Facilitator Training Workshop (B,S)
	7 - 14	China: Giant Panda Masterplanning Workshop (S,M)
	?	Brazil: Brazilian primate CAMP; 2 Muriqui PHVAs (S)
<u>1997</u>	<u>1997</u>	<u>1997</u>
January	2 wks mid-month	Antananarivo, Madagascar: Madagascar ProsalCAMP & PHVAs (E,S,M)
September	?	Berlin, Germany: CBSG Annual Mtg Berlin, Germany: IUDZG
<u>1998</u>	<u>1998</u>	<u>1998</u>
October	5 - 7	Yokahama, Japan: Oriental White Stork PHVA?
	8	Yokahama, Japan: CBSG Steering Committee Meeting
	9 - 11	Yokahama, Japan: CBSG Annual Meeting
	12- 15?	Nagoya, Japan: IUDZG

STATE OF MINNESOTA
CONTRACTUAL (non-state employee) SERVICES

Trn. No.	FY 06	Org No. E77	APID 2073/A13	Fund No. 690	Suffix 01	Object	Vendor 080 288 006 01	Type V	Amount \$8,000 FY96 \$8,000 FY97
Purchase Terms		Asset No.	C.CD. 1	C.CD. 2	C.CD. 3	Cost Code	4	Cost Code	5
Type of Transaction			Date		Number		Entered By		
___ A40 ___ A41			_____		_____		_____		
___ A44 ___ A45 ___ A46			_____		_____		_____		

NOTICE TO CONTRACTOR: You are required by Minnesota Statutes, 1994 Section 270.66 to provide your social security or Minnesota tax identification number if you do business with the State of Minnesota. This information may be used in the enforcement of federal and state tax laws. Supplying these numbers could result in action to require you to file state tax returns and pay delinquent state tax liabilities. This contract will not be approved unless these numbers are provided. These numbers will be available to federal and state tax authorities and state personnel involved in the payment of state obligations.

THIS CONTRACT, which shall be interpreted pursuant to the laws of the State of Minnesota, between the State of Minnesota, acting through its MINNESOTA ZOOLOGICAL BOARD (hereinafter **STATE**) and CONSERVATION BREEDING SPECIALIST GROUP
 Address 12101 Johnny Cake Ridge Road
Apple Valley, MN 55124
 Soc. Sec. or MN Tax I.D. No. 100000081
 Federal Employer I. D. No. (if applicable) 41-0778838
 (hereinafter **CONTRACTOR**), witnesseth that:

WHEREAS, the **STATE**, pursuant to Minnesota Statutes 1994 Chapter 85A.02, Subd. 5 a(b) is empowered to contract with individuals for professional services

WHEREAS, the Zoological Board has a need for a qualified contractor to provide editing services for the Tiger Information Center.

WHEREAS, **CONTRACTOR** represents that it is duly qualified and willing to perform the services set forth herein, **NOW THEREFORE**, it is agreed:

I. **CONTRACTOR'S DUTIES** (Attach additional page if necessary which is incorporated by reference and made a part of this agreement.)

CONTRACTOR, who is not a state employee, shall:

Provide a scientific technical editor who will:

1. Develop, update and revise 1-800-5TIGERS phonenumber script and fax back documents.
2. Collaborate on development of information for the Tiger Information Center world wide web site.
3. Assist with operation of 1-800-TIGERS phonenumber, including answering calls and disseminating information.
4. Review and edit the tiger bibliography and other tiger-related documents as assigned.

II. **CONSIDERATION AND TERMS OF PAYMENT.**

A. Consideration for all services performed and goods or materials supplied by **CONTRACTOR** pursuant to this contract shall be paid by the **STATE** as follows:

1. Compensation: at a rate of \$18.03/hour
2. Reimbursement for travel and subsistence expenses actually and necessarily incurred by **CONTRACTOR** performance of this contract in an amount **NOT TO EXCEED** N/A (\$); provided, that **CONTRACTOR** shall be reimbursed travel and subsistence expenses in the same manner and in no greater amount than provided in the current "Commissioner's Plan" promulgated by the Commissioner of Employee Relations. **CONTRACTOR** shall not be reimbursed for travel and subsistence expenses incurred outside the State of Minnesota unless it has received prior written approval for such out of state travel from the **STATE**.

The Total obligation of the **STATE** for all compensation and reimbursements to **CONTRACTOR** shall not exceed SIXTEEN THOUSAND and NO/100 - - - - dollars (\$16,000.00).

B. **Terms of Payment**

1. Payments shall be made by the **STATE** promptly after **CONTRACTOR'S** presentation of invoices for services performed and acceptance of such services by the **STATE'S** authorized agent pursuant to Clause VI. Invoices shall be submitted in a form prescribed by the **STATE** and according to the following schedule:
 Minnesota Zoo Finance Department, 13000 Zoo Boulevard, Apple Valley, MN 55124 every two weeks for work completed.
2. (When applicable) Payments are to be made from federal funds obtained by the **STATE** through Title N/A of the N/A Act of N/A (Public law N/A and amendments thereto). If at any time such funds become available, this contract shall be terminated immediately upon written notice of such fact by the **STATE** to **CONTRACTOR**. In the event of such termination, **CONTRACTOR** shall be entitled to payment, determined on a pro rata basis, for services satisfactorily performed.

- III **CONDITIONS OF PAYMENT.** All services provided by CONTRACTOR pursuant to this contract shall be performed to the satisfaction of the STATE, as determined in the sole discretion of its authorized agent, and in accord with all applicable federal, state and local laws, ordinances, rules and regulations. CONTRACTOR shall not receive payment for work found by the STATE to be unsatisfactory or performed in violation of federal, state or local law, ordinance, rule or regulation.
- IV **TERM OF CONTRACT.** This contract shall be effective on 26 February 1996, or upon such date as it is executed as to encumbrance by the Commissioner of Finance, whichever occurs later, and shall remain in effect until 31 December 1996, or until all obligations set forth in this contract have been satisfactorily fulfilled, whichever occurs first.
- V **CANCELLATION.** This contract may be canceled by the STATE or CONTRACTOR at any time, with or without cause, upon thirty (30) days' written notice to the other party. In the event of such a cancellation CONTRACTOR shall be entitled to payment, determined on a pro rata basis, for work or services satisfactorily performed.
- VI **STATE'S AUTHORIZED AGENT.** The STATE'S authorized agent for the purposes of administration of this contract is KATHRYN ROBERTS.
- VII **ASSIGNMENT.** CONTRACTOR shall neither assign nor transfer any rights or obligations under this contract without the prior written consent of the STATE.
- VIII **AMENDMENTS.** Any amendments to this contract shall be in writing, and shall be executed by the same parties who executed the original contract, or their successors in office.
- IX **LIABILITY.** CONTRACTOR agrees to indemnify and save and hold the STATE, its agents and employees harmless from any and all claims or causes of action arising from the performance of this contract by CONTRACTOR or CONTRACTOR'S agents or employees. This clause shall not be construed to bar any legal remedies CONTRACTOR may have for the STATE'S failure to fulfill its obligations pursuant to this contract.
- X **STATE AUDITS.** The books, records, documents and accounting procedures and practices of the CONTRACTOR relevant to this contract shall be subject to examination by the contracting department and the legislative auditor.
- XI **OWNERSHIP OF COPYRIGHT.** All right, title and interest in all copyrightable material which CONTRACTOR shall conceive or originate, either individually or jointly with others, and which arises out of the performance of this CONTRACT, will be the property of the STATE and are by this CONTRACT assigned to the STATE along with ownership of any and all copyrights in the copyrightable material. CONTRACTOR also agrees, upon the request of the STATE to execute all papers and perform all other acts necessary to assist the STATE to obtain and register copyrights on such materials. Where applicable, works of authorship created by CONTRACTOR for the STATE in performance of this CONTRACT shall be considered "works made for hire" as defined in the U.S. Copyright Act.
- XII **OWNERSHIP OF DOCUMENTS.** Any reports, studies, photographs, negatives or other documents prepared by CONTRACTOR in the performance of its obligations under this contract shall be the exclusive property of the STATE and all such materials shall be remitted to the STATE by CONTRACTOR upon completion, termination or cancellation of this contract. CONTRACTOR shall not use, willingly allow or cause to have such materials used for any purpose other than performance of CONTRACTOR'S obligations under this contract without the prior written consent of the STATE.
- XIII **AFFIRMATIVE ACTION.** (When applicable) CONTRACTOR certifies that it has received a certificate of compliance from the Commissioner of Human Rights pursuant to Minnesota Statutes, 1990, Section 363.073.
- XIV **WORKER'S COMPENSATION.** In accordance with the provisions of Minnesota Statutes, 1986, Section 176.182, the STATE affirms that CONTRACTOR has provided acceptable evidence of compliance with the worker's compensation insurance coverage requirement of Minnesota Statutes, 1990, Section 176.181, Subdivision 2.
- XV **ANTITRUST.** CONTRACTOR hereby assigns to the State of Minnesota any and all claims for overcharges as to goods and/or services provided in connection with contract resulting from antitrust violations which arise under the antitrust laws of the United States and the antitrust laws of the State of Minnesota.
- XVI **OTHER PROVISIONS.** (Attach additional page if necessary):

IN WITNESS WHEREOF, the parties have caused this contract to be duly executed intending to be bound thereby.

APPROVED:

CONTRACTOR:

(IF A CORPORATION TWO CORPORATE OFFICERS MUST EXECUTE)

BY [Signature]
 TITLE Administrative Officer
 DATE 7 Feb '96

BY _____
 TITLE _____
 DATE _____

ATTORNEY GENERAL:

BY [Signature]
 DATE _____

STATE AGENCY OR DEPARTMENT:

BY [Signature]
 TITLE Executive Director
 DATE 2/20/96



Minnesota Zoo Memorandum

To: Glenn Ekey

Date: 1/8/96

From: Kathryn R. Roberts

Subject: CBSG Fundraising

Happy New Year!

Last week, I had the pleasure of meeting with several folks on the CBSG Foundation Board. During the course of the meeting, Ulie told us about a workshop he is going to conduct in Cuba later this year.

One of the two zoos in Cuba has taken a strong leadership role in identifying endemic species that are threatened. About a dozen or so biologists have been collecting information over many years, but have not had access to the outside world. Ulie has been invited to review the data, assess the situation and provide assistance in determining what action can be taken.

The trip and workshop will cost between \$5,000 and \$10,000 to conduct and provide written reports to all of the participants. We are interested in knowing whether there are individuals or companies in Miami who would be willing to underwrite this kind of work in Cuba. What do you think? Would you be able to give us any leads? It seems as if this might be a very attractive request to the right donor. Clearly, we do not want to be in a competitive position with you.

Please give me a call and let me know how we should proceed. I'll look forward to talking with you.

copy for you